



Government Communication and  
Information System

# ANNUAL PERFORMANCE PLAN

MEDIUM-TERM PERIOD  
2025/26 - 2027/28

Empowering South Africans through  
communication excellence.



government  
communications

Department:  
Government Communication and Information System  
REPUBLIC OF SOUTH AFRICA





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## EXECUTIVE STATEMENT BY THE MINISTER IN THE PRESIDENCY



The 2025/26 period marks the beginning of the work of the Seventh Administration, which consists of 10 political parties, following our national and provincial elections in May 2024. The Annual Performance Plan (APP) for this period will be implemented in line with the priorities of the 2025-2030 Medium-Term Development Plan (MTDP), and in accordance with identified priorities of the 2025-2030 Strategic Plan of the Government Communication and Information System (GCIS).

The golden thread linking all of these will be work by the GCIS to ensure that members of the public are informed and have access to government programmes and policies that benefit them.

Since 1994, citizens have been at the heart of our democracy, and in the year that we conclude the commemoration of 30 Years of Freedom and Democracy, we will continue to work with all South Africans to ensure that we create a better tomorrow for all. The Sixth Administration was marked by a focus on partnerships with business, labour and civil society, and partnerships will once again be central as we seek to address issues that most concern South Africans.

During the APP period, we will establish the foundation for a future-ready GCIS that is more agile and responsive to the evolving communication environment. As technology and digital media become increasingly pivotal, we will provide employees with training to enhance their communication and digital skills. This will ensure that the communication workforce is equipped with the necessary skills to adapt to the dynamic trends in technology and communication.

This wide-ranging training will address skills gaps identified during the Skills Audit, and as such GCIS staff will be upskilled and reskilled in alignment with the GCIS Digital Transformation Strategy and the core functions of the department. In demand digital skills such as streaming, podcasting, film production,

screenwriting, copywriting, content production, video editing and a myriad of others will be provided to ensure excellence and innovation.

These new skills will enable the GCIS to reach wider audiences and make government services accessible through online platforms. In the 2025/26 financial year, the GCIS will strive to increase the engagement rate on our social media platforms and ensure that content on government priorities, programmes and services reaches 180 million screens through regular updates of our online platforms.

Work will continue to grow GoZA TV, the government streaming service, in partnership with the National Electronic Media Institute of South Africa. This streaming service offers citizens unparalleled access to a range of government visual content. It affords citizens a chance to see first-hand the workings of government and to see service delivery in action. In this period, it is planned that 300 hours of content will be uploaded per year.

In 2025/26, the GCIS will continue to use tried and trusted platforms to distribute content aimed at improving the quality of life of South Africans. These include the South African Government News Agency (SAnews), which writes stories, feature articles and opinion pieces informing the public and media at

large of government programmes and priorities. We will continue to produce and publish the online *Vuk'uzenzele* ([www.vukuzenzele.gov.za](http://www.vukuzenzele.gov.za)) newspaper twice a month.

The newspaper focuses on providing information on government programmes and policies, as well as news and advice on socio-economic opportunities created by government. Additionally, the Braille version of *Vuk'uzenzele* newspaper will continue to be printed to ensure that visually impaired members of our population are also kept informed.

The GCIS will also continue to provide multilingual translations and will strive to incorporate the use of the South African Sign Language (SASL) into some, if not all, of the department's communication campaigns.

The initiative to inform and empower citizens through government programmes and policies will continue to be delivered directly to communities. During this time, the GCIS aims to undertake at least 1 250 community and stakeholder engagements which will take the form of community dialogues and outreach activities aligned with the National Communication Strategy Framework (NCSF).

These engagements are critical for fostering active citizenry and providing communities with platforms to speak on societal challenges such as gender-based violence and femicide (GBVF).

The 2025-2030 NCSF will assist in ensuring targeted communication that advances MTDP key priorities over the Seventh Administration. The NCSF will inform departmental communication strategies to influence service delivery and implementation of priorities.

It will also ensure the strategic coordination of the government communication system and the effective allocation of resources to drive communications in support of the MTDP 2024-2029 priorities.

In this period, the GCIS will support the priority of a better Africa and a better world, and will actively communicate and promote international relations and programmes such as South Africa's chairing of the Group of Twenty (G20) in 2025. Throughout the year, over 130 meetings will be held across all provinces.

Tens of thousands of people from nearly 30 countries and representatives from over 20 regional and international organisations will arrive in South Africa over the course of our G20 Presidency. South Africa's G20 Presidency will culminate in the G20 Leaders' Summit, which will take place in Johannesburg in November 2025, and will bring together the leaders of the G20 countries, African Union (AU) and European Union (EU).

Our partnerships with the media will continue to be strengthened through strategic media engagements aligned with MTDP 2024-2029 priorities. This will include a focus on proactive communication and coordinated message delivery, which will include regular media briefings and media roundtables, along with media engagements focused on Cabinet priorities which contribute to citizen empowerment by ensuring wider accessibility of government information.

In an effort to better understand what citizens want, a Research Strategy will be developed in 2025/26 and implemented from 2026 to 2029. This strategy will provide a clear roadmap to ensure that the research

outputs effectively address the indicators as outlined in the Strategic Plan and APP.

The period ahead will indeed be both challenging and exciting, and will lay the foundation for the GCIS of the future.

I am confident that the commitments outlined in this 2025/26 APP will contribute to the development of a cohesive communication system while also meeting the information needs of citizens.



**MS KHUMBUDZO NTSHAVHENI, MP**  
MINISTER IN THE PRESIDENCY

**DATE:** 30 APRIL 2025



## FOREWORD BY THE DEPUTY MINISTER IN THE PRESIDENCY

rights and obligations as well as available opportunities they can use to improve their lives and how they can access them.

Our strategy going forward, as outlined in the 2025/26-2027/28 APP, is to build on our previous successes and to be at the forefront of communicating the deliverables as per the MTDP 2024-2029. Government's MTDP is the implementation of the National Development Plan (NDP): Vision 2030, and the electoral mandate of the Seventh Administration.

Last year, the Seventh Administration unveiled its priorities and signaled its commitment to build on the successes of the past 30 Years of Democracy. It resolved to advance three strategic priorities over the next five years to advance inclusive growth and job creation; reduce poverty and tackle the high cost of living; as well as build a capable, ethical and developmental state.

During 2025/26, our immediate task is to further educate South Africans about the establishment of the Government of National Unity (GNU), which comprises various political parties. Despite their differing political ideologies, these parties came together to form a government. It is crucial to keep South Africans informed about the functioning of the

GNU, and how policy differences would be managed and resolved following the establishment of the GNU Clearing House Mechanism.

To achieve our constitutional mandate and in line with the development communication approach, the GCIS will continue to have direct communication with the public through Izimbizo, community activations and through the use of Thusong Service Centres. This direct communication enables government to directly listen to South Africans and respond to their queries or concerns.

We will also harness technological changes to meet our mandate and use various platforms to engage citizens on the work of government. These include both print, electronic media and digital platforms such as national portals, mobile apps and social media. By using digital platforms such as national portals, mobile apps and social media we will be able to spread information far and wide to South Africans with access to the internet.

The department will continue to use its tried and tested platforms – *Vuk'uzenzele*, *SAnews* and *My District Today* newsletter – to disseminate news and information to South Africans. Additionally, we will leverage community radio stations, particularly those broadcasting in African languages, to ensure we

The year 2025 marks 27 years since the GCIS was established to keep South Africans abreast of policies and critical developments in the country. Since then, the department has lived up to its constitutional mandate to inform the public of the work and programmes of government.

The work of the GCIS is guided by Section 195(g) of the Constitution of the Republic of South Africa of 1996, which stipulates that to foster transparency, the public should be provided with information that is timely, accurate and importantly, accessible. Our communication approach is centred on providing development communication, which includes amongst others informing South Africans about their

communicate in the languages people prefer. As part of our mandate, the GCIS will continue to provide South Africans with information about how they can participate in the three spheres of government and contribute to the development of the country.

Our goal is to ensure that South Africans take part in the transformation of the country, and that they support government in growing the economy and improving the lives of people.

The plan ensures that the GCIS regularly provides progress made in the implementation of the Economic Reconstruction and Recovery Plan (ERRP), the Energy Action Plan, Infrastructure Investment Plan, Operation Vulindlela and the Presidential Employment Stimulus. The GCIS will further support the strengthening of government's efforts to end GBVF.

Government has lived up to its promise by implementing the National Strategic Plan on GBVF, which was adopted after the 2018 Presidential Summit Against GBVF.

In addition to these priorities, the GCIS will actively communicate and promote international relations and programmes such as South Africa's chairing of the G20 throughout 2025 and the hosting of the G20 Summit in November 2025. This includes profiling South Africa's foreign policy that is informed by solidarity, peace, equality, human rights and sustainable development for the benefit of all.

To ensure that government's messages reach the intended audience, the GCIS will continue to use its unique Government Segmentation Model (GSM). The model enables us to understand the needs of

the various audiences that receive government information and services. We will also continue to translate selected key government communication products into all official languages, and ensure that the public receives information in languages they understand and prefer.

At the heart of our efforts is the development of community media, including community television (TV), radio and print media, to allow people at grassroots level to voice their concerns, share their perspectives and actively participate in our democracy. Therefore, for the period ahead, the GCIS will continue to lead and drive government's commitment to support the development of community media through the Media Development and Diversity Agency (MDDA).

Since its inception in 2003, the agency has prioritised funding for marginalised groups and enabling them to start their own community media projects. State-of-the-art studios which elevate the quality of broadcasting have been opened throughout the country, enabling inclusion of local voices and ensuring that our communities are reflected as part of our diverse nation.

The GCIS will oversee the finalisation of the MDDA Amendment Bill to bring further stability to the agency, and position it to continue to build a thriving community and small commercial media sector.

The work of Brand South Africa (Brand SA) remains critical going forward and the GCIS will continue to work closely with the entity to reposition the country as an investment destination of choice. Brand SA creates favourable conditions to attract both domestic and foreign investment, tourism, trade and


create better relations with other countries. They also have campaigns that encourage South Africans to rally behind the nation brand by promoting constitutional values.

This APP points us to a direction that will enable us to communicate better and more effectively. It is our roadmap to ensure that relevant information reaches all South Africans and empowers them to participate in our democracy and improve their lives.



**MR KENNETH MOROLONG, MP**  
DEPUTY MINISTER IN THE PRESIDENCY  
**DATE:** 30 APRIL 2025

## INTRODUCTION BY THE ACTING ACCOUNTING OFFICER



The upcoming 2025/26 period will be marked by historic developments which include South Africa's Presidency of the G20 from 1 December 2024 and hosting the G20 Summit in Johannesburg in November 2025. This marks the first time an African country presides over the G20. The theme of South Africa's G20 Presidency is "Solidarity, Equality and Sustainability".

Overall, South Africa's G20 Presidency is an opportunity for the country to promote its interests and values on the global stage, and to contribute to addressing some of the world's most pressing challenges.

South Africa is also scheduled to host the EU-AU Summit. It focuses on strengthening economic cooperation, promoting sustainable development, and addressing common challenges such as climate change, peace and security.

The EU-AU Summit in South Africa will be a crucial opportunity for government communicators from both continents to engage in dialogue, foster cooperation and drive progress on shared priorities that supports the leaders' dialogue.

### Annual Performance Plan

We are determined to continue our nation's forward momentum with the implementation of our 2025/26 APP so that citizens have the necessary tools to meaningfully change their lives. This APP sets forth bold targets to communicate better and ensure that relevant information reaches all South Africans. It harnesses the department's limited resources in an efficient and streamlined manner so that we get the most value for resources.

The plan commits the GCIS to use empirical communication for targeted use of platforms and products to share information on government's key priorities such as employment, economic opportunities, youth programmes, our fight against GBVF, efforts to stop corruption, professionalising the Public Service and service delivery.

In advancing development communication that draws citizens to interact with government on their challenges and how best they can be resolved, the GCIS will conduct community outreaches and activation campaigns that include community radio talk shows, and taxi ranks, malls and commuter trains engagements.

The department will also support the District Development Model (DDM) and Izimbizo, which

Over the last 30 years, we have implemented systems and programmes to keep our nation moving forward. These include establishing a communication system under the GCIS that gives effect to the constitutional mandate to provide citizens with information that is accurate, timely and accessible to improve their lives.

South Africa's upcoming Local Government Elections (LGE) in 2026 requires the GCIS to coordinate the government communication system on civic education, and constitutional rights and responsibilities, which is key in ensuring the sustainability of our democracy.



is an important public-participation platform that ensures that government responds to the voices and perspectives of communities. Government communication is empowering citizens across our nation to actively participate in our democracy.

The GCIS has created a suite of platforms and products to share critical information on government services and programmes, which enables more South Africans to access opportunities to open the economy.

During this period, special attention will be given to strengthening partnerships with the private sector and civil society. The media, particularly community media, are essential partners to ensure that citizens have access to relevant information that is provided in their languages to promote better understanding.

To garner the necessary resources to reach all 62 million South Africans in an environment of ever-shrinking budgets, the GCIS will foster strong communication partnerships across society and the government communication system.

I am confident that the commitments set forth in this 2025/26 APP will meet the information needs of citizens, build a cohesive communication system and ensure we grow South Africa together.



**MS NOMONDE MNUKWA**  
ACTING ACCOUNTING OFFICER: GCIS  
DATE:

## OFFICIAL SIGN-OFF

It is hereby certified that this APP was developed by the management of the GCIS under the guidance of the Minister in The Presidency, Ms Khumbudzo Ntshavheni, MP. It takes into account all the relevant policies, legislation and other mandates for which the GCIS is responsible.

It accurately reflects the impact, outcomes and outputs that the GCIS will endeavour to achieve over the next three years.

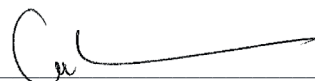
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Acting DG and Accounting Officer

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Approved by:

**Ms Khumbudzo Ntshavheni, MP**  
Minister in The Presidency

Signature: 

Date: 30 April 2025

## GLOSSARY OF TERMS

This glossary of terms provides selected terms with corresponding definitions applied in the context of the GCIS. The definitions provided are not direct extracts from any dictionary or academic source.

Term	Definition
<b>Artificial intelligence (AI)</b>	An engineered or machine-based system that can, for a given set of objectives, generate outputs such as predictions, recommendations or decisions influencing real or virtual environments. AI systems are designed to operate with varying levels of autonomy. In communications, AI has been identified as posing a risk for the spread of misinformation and manipulation.
<b>Campaign</b>	A defined, coordinated effort initiated by government on a particular issue, service or product to achieve specific objectives aimed at informing, influencing or engaging the public on key issues, policies or programmes.
<b>Cluster communication</b>	Groupings of government departments with cross-cutting programmes that foster an integrated approach to governance aimed at improving government planning, decision-making and service delivery.
<b>Cluster Communication Programme</b>	A structured communication initiative designed by departments within the cluster to facilitate effective communication and engagement, and to inform and mobilise specific groups of people or citizens.
<b>Communication environment</b>	It refers to the setting or context in which communication occurs. This includes the physical space, cultural norms, political context, media landscape and psycho-social dynamics that influence how messages are sent, received and interpreted.
<b>Communication excellence</b>	Communication excellence is achieved by conveying messages clearly, effectively and persuasively in various contexts to ensure that it is understood and acted upon in a way that builds trust, collaboration and achieves the desired outcomes.
<b>Coordinate</b>	Enabling communication and cooperation among government departments to ensure they are working in harmony to communicate with the public.
<b>Communication training opportunities</b>	Training programmes aimed at enhancing the skills of public servants and members of the executive authority to communicate effectively with citizens and stakeholders.

Term	Definition
<b>Development communication</b>	The art of informing and educating people about their rights, obligations and responsibilities as citizens; governments' socio-economic programmes and opportunities, and how to access them for their well-being.
<b>Digital transformation</b>	Integration of digital technology across all areas of an organisation to create new – or modify existing – business processes, culture and customer experiences to meet changing business and market requirements. Digital transformation modernises processes, products, operations and technology to enable continual and rapid innovation in product and service delivery. This integration fundamentally changes how a department operates and delivers valued services to citizens to promote service delivery.
<b>Effective communication</b>	Convey information or a message clearly, unambiguously, transparently and consistently so that the intended recipient understands it as intended.
<b>Empowered citizens</b>	Empowered citizens possess the knowledge, skills, confidence and resources to actively participate in societal, political and economic processes. They can make informed decisions, advocate for their rights and influence policies and actions of government or other institutions. They are able to exercise active citizenry and hold government to account through two-way communication and engagement.
<b>Facilitate access to information</b>	Create an environment where information is easily accessible and flows transparently, accurately and efficiently to ensure that the public is informed, engaged and able to participate in activities affecting them.
<b>Government communication system</b>	Structures, processes, technologies and strategies used by government to efficiently disseminate information, and collaborate with other government entities and citizens to ensure that messages are delivered effectively, transparently and timely.
<b>Government communicator</b>	A professional public servant employed in a national, provincial or local government department who oversees communication strategies and plans for government departments or ministries and ensures the execution of the communication plans.

Term	Definition
<b>Government Communicators' Forum (GCF)</b>	A platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil government's commitment to accelerate service delivery and achieve mutual objectives.
<b>Government Communication Plan</b>	A strategic framework that outlines how government will communicate with the public and stakeholders to ensure that messages are clear, consistent and aligned with the overall government objectives and public interests.
<b>Influence</b>	Refers to the power or ability to guide, inspire, encourage and affect individual thoughts, feelings or actions. It involves shaping opinions, behaviours or decisions to create positive and meaningful impacts in personal, professional or societal contexts.
<b>Informed citizens</b>	An informed citizen is knowledgeable about their rights, responsibilities, government policies, societal issues and current events. Informed citizens have access to and are equipped with accurate, timely and relevant information.
<b>Internal Communicators' Forum (ICF)</b>	A platform where government communicators discuss strategies aimed at empowering public servants with information relating to government programmes and services so that they can be government ambassadors in their communities.
<b>Key messages</b>	Central and carefully crafted messages to ensure clarity, consistency and alignment with government priorities and policies, services and products. Key messages are brief, clear and concise messages/statements often used to communicate complex information in a simple and easily understandable way.
<b>Lead</b>	Managing and directing how government communicates with the public, media and other stakeholders by developing and implementing strategies, ensuring consistent and transparent messaging, handling media relations and addressing crises.
<b>Language usage</b>	The use of language to foster relatability and understanding of the message by the target audience.
<b>Marketing, Advertising, and Communications (MAC) Charter Council</b>	It is a leading authority in the media, advertising and communications industry, dedicated to promoting diversity, equity and innovation in the sector. The MAC Council was established under the auspices of the Broad-Based Black Economic Empowerment (B-BBEE) Act, 2003 (Act 53 of 2003).

Term	Definition
<b>Opinion pieces</b>	Official articles authored by government representatives to express views on policies, initiatives or current events to inform, persuade and build public support by providing insight into government actions or perspectives.
<b>Platforms</b>	Systems, technologies or infrastructure that facilitate interaction, communication or information between users. For example: social media platforms and messaging applications.
<b>Proactive communication</b>	Intentional, transparent and timely efforts to share information, address concerns and engage with members of the public before issues escalate. In proactive communication, the government or government departments voluntarily share information, provide updates, address concerns and tackle potential problems. This builds trust and accountability and collaboration with citizens.
<b>Products</b>	Materials or tools designed to support communication efforts by conveying messages, information or ideas to an audience, often a particular segment of the population.
<b>Project</b>	A temporary initiative with specific timeframes to address societal needs and serve the public interest. Projects involve a coordinated series of carefully planned activities that are executed to achieve a specific objective. Projects may be undertaken as part of a campaign.
<b>Tracker survey</b>	A quantitative, nationally representative research survey conducted by the GCIS to assess citizens' overall sentiments about the country, their opinion on government's performance in all priority areas, information needs and communication preferences.
<b>Vuk'uzenzele</b>	GCIS's flagship product and free digital newspaper aimed at keeping communities in rural and peri-urban areas informed about the policies, programmes and activities of government as well as enhancing access to socio-economic opportunities. <i>Vuk'uzenzele</i> is targeted at the Rooted Realists and City Seekers mainly.
<b>Well-functioning government communication system</b>	A coordinated and efficient system that ensures coherent messaging, consistent positions and uniformity of messages across all three spheres and all components of government.



# **PART A:** OUR MANDATE





## 1.1 CONSTITUTIONAL MANDATE

Section 195(g) of the Constitution of the Republic of South Africa of 1996 forms the basis of the formation of the GCIS, where it stipulates that to foster transparency the public should be provided with information that is timely, accurate and importantly, accessible.

In 1998, the South African Communication Service was dissolved and the GCIS established by Cabinet, largely based on recommendations contained in the report of the Task Group on Government Communications (Comtask: 1996: 58).

Government's mandate requires that its communication be expanded to enhance access to information that enables the public to participate in the country's transformation and in bettering their own lives; that it should bring the realities of our emergent and thriving democracy to the attention of the international community; and promote the African Renaissance, including regional integration and implementation of people-centred development programmes.

The primary responsibility of the GCIS is to ensure the democratic strength, success and security of the country through rapid, responsive and continuous communication of government's achievements in meeting the mandate to rule given by the citizens of South Africa. The strategic intent speaks of necessity and therefore of the broad agenda of the manifesto of the ruling party.

Therefore, the GCIS is responsible for providing strategic leadership and coordinating a government communications system that ensures that the public is informed, and have access to information on government programmes and policies that benefit them.

In the execution of its functions and in line with its founding legislation, the GCIS complies with the Constitution of the Republic of South Africa of 1996, with specific reference to the following sections: Section 41: Cooperative governance values. Section 195: Basic values and principles governing public administration. Sections 231: International agreements.

## 1.2 LEGISLATIVE AND POLICY MANDATE

### Legislative mandate

The following legislation is relevant to the operations and enables further implementation of the GCIS mandate:

- **Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), as amended**

Section 27(4) of the PFMA of 1999 provides the basis for the development of measurable objectives which must be included in national and provincial institutions' annual budgets. Sections 40(3) and 55(2) provide the basis for reporting performance against predetermined objectives in institutions' annual reports.

- **MDDA Act, 2002 (Act 14 of 2002)**

To establish the MDDA; to provide for its objective and functions; to provide for the constitution of the Board and the management of the agency by the Board; to provide for the Chief Executive Officer and other staff of the agency; to provide for the finances of the agency; to provide for the support of projects aimed at promoting media development and diversity; and to provide for matters connected therewith.

- **Brand SA Trust Deed**

To develop and implement proactive and coordinated marketing, communication and reputation

management strategies for South Africa. The aim is to contribute towards economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand SA.

- **Electronic Communications Act, 2005 (Act 36 of 2005)**

To promote convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors, and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting services; to provide for the granting of new licences and new social obligations; to provide for the control of the radio frequency spectrum; to provide for the continued existence of the Universal Service Agency and the Universal Service Fund; and to provide for matters incidental thereto.

- **Use of Official Languages Act (UOLA), 2012 (Act 12 of 2012)**

The UOLA of 2012 strives to give effect to the constitutional obligation of multilingualism. The legislation requires that every national department, national public entity and national public enterprise must adopt a language policy and establish a language unit.

### Policy mandates

The work of the GCIS is guided by the:

- Government Communication Policy (GCP), approved by Cabinet in 2018, under review and will be replaced once Cabinet approves the updated policy.
- NCSF 2025-2030 approved by Cabinet on 26 February 2025.



# **PART B:**

## OUR STRATEGIC FOCUS



## 2.1 VISION

Empowering South Africans through communication excellence.

## 2.2 MISSION

To deliver effective strategic government communication; set and influence adherence to standards and coherence of message and proactively communicate with the public about government policies, plans, programmes and achievements.

## 2.3 PAY-OFF LINE

The pulse of communication excellence in government.

## 2.4 ORGANISATIONAL VALUES

Value	Meaning and behaviour associated with the value
<b>Professionalism</b>	<ul style="list-style-type: none"><li>• The organisation strives to always operate at the highest level of professionalism in all business dealings.</li><li>• Professionalism is embodied in friendly, polite and business-like behaviour. It drives a person's appearance, demeanour and professional interactions, providing others with a positive first impression.</li><li>• Officials should demonstrate professionalism by being courteous, honest and behaving responsibly when dealing with clients and representing the organisation.</li><li>• Officials should demonstrate a level of excellence that goes beyond the department's normal work and official requirements.</li></ul>
<b>Diversity</b>	<ul style="list-style-type: none"><li>• The department contributes to democracy and equality by promoting a safe, positive and nurturing environment for everyone.</li><li>• Officials should recognise and respect that each person is different. This difference can refer to race, ethnicity, gender, gender preference, age, religious beliefs, socio-economic status or other ideologies.</li><li>• Officials should strive to understand and embrace each other's points of view, beyond simple tolerance, thus giving everyone the opportunity to express themselves. This attitude should extend to the public.</li></ul>
<b>Openness and transparency</b>	<ul style="list-style-type: none"><li>• The organisation should always be open with its communications, disclose all relevant information and be accountable for its actions.</li><li>• Transparency demands that the department and its officials are always straight forward and honest in their dealings.</li><li>• Officials should provide colleagues and clients with access to accurate, relevant and timely information.</li><li>• The department recognises that transparency and accountability are essential for good governance.</li></ul>
<b>Innovation</b>	<ul style="list-style-type: none"><li>• The department strives to be receptive to new ideas and adopt a flexible approach to problem-solving. Officials are encouraged to think beyond the norm.</li><li>• Officials are encouraged to help each other address issues that cannot be addressed by a person working in isolation.</li></ul>
<b>Honesty and integrity</b>	<ul style="list-style-type: none"><li>• Officials should exercise honesty in all their business dealings and strive to always protect the department's integrity.</li><li>• Officials should commit to the actions they have undertaken on behalf of their clients.</li><li>• The department strives for equity, fairness and good ethics in its decision-making and expects its officials to do the same regarding one another.</li><li>• The department honours its commitments to build a foundation for trust.</li></ul>

### 3. SITUATIONAL ANALYSIS

#### 3.1 INTRODUCTION

At the start of the Sixth Administration, the GCIS was relocated to report under the Minister in The Presidency. Incidentally, this coincided with the arrival of the Coronavirus Disease 2019 (COVID-19) pandemic.

According to the Comtask Report (1997), which established the GCIS, this department has the twin mandate (a) to coordinate, guide and lead the government communication system; and (b) to provide information to citizens to improve their lives. The GCIS has had mixed successes during the Sixth Administration. Even though COVID-19 presented a plethora of challenges, the GCIS rose to the occasion and marked numerous communication milestones both in the fight against the pandemic and our goal to achieve our performance targets for 2024.

At the height of the pandemic and related lockdown, the Government website ([www.gov.za](http://www.gov.za)) hosted and administered by the GCIS, emerged as the first port of call for many South Africans looking for information on COVID-19 and government support. Through direct and unmediated communication engagements, government messages reached over 53 million people.

Building on the success of the COVID-19 communication work, the GCIS adopted four campaigns that would feature prominently in its work for the duration of the 2020-2025 Strategic Plan term. These were GBVF; Anti-corruption; ERRP and Fight Against Crime. Through its leadership of communication coordination using the Forum of South African DGs' (FOSAD) cluster system, the



GCIS has spearheaded the development of cogent cluster programmes of communication across these campaigns.

#### 3.2 UNDERSTANDING THE GOVERNMENT COMMUNICATIONS ENVIRONMENT

The GCIS is responsible for coordinating government communication to ensure that members of the public are informed and have access to government programmes and policies that benefit them. The government communication system comprises the communications functions (and related staffing and resourcing) across all three spheres of government. The reference to a system implies that the GCIS coordinates, guides and directs the system in recognition of the separation of powers, guided by the constitutional principles of accountability and transparency.

It is estimated that the system comprises no less than 1 395 government communicators (based on PERSAL data), inclusive of media liaison officers (MLOs) and spokespersons. Fora such as the GCF and the ICF provide a platform for agenda setting. Between 1 April 2020 and 31 March 2024, the GCIS convened over 40 ICFs and around 12 GCFs covering topics such as COVID-19, the general elections, the GNU and State of the Nation Address (SoNA) events.

The GCIS guides and directs the communication system using the NCSF, issued every five years to align with the MTDP 2024-2029 and the GCP. Cabinet approved the Revised NCSF in October 2022. It is recognised that the 2019-2024 NCSF did not have an implementation plan, thereby posing a challenge to the quantitative and qualitative post implementation assessments of the priorities it had identified.

The NCSF 2024-2029 will be accompanied by an implementation plan, the Integrated Government Communication Plan (IGCP) as well as cluster communication plans developed annually, that will inform the measures against which the clusters will be assessed in implementing the NCSF.

Like the Medium Term Strategic Framework (MTSF), a midterm and end term performance report on the NCSF will be introduced. These aspects will also be factored in the standards of the Government Communication Excellence Tool (G-CET) in the corresponding period.

The work of strengthening Government Communication Monitoring and Evaluation (GCME) will be sustained through the G-CET, which is a monitoring tool on predetermined communication performance areas. Building-up the focus of the tool to include indicators that ensure communication resourcing and readiness to implement the NCSF, quantitative and qualitative indicators strategically work together to provide a richer story of government communication performance. The tool will also contribute to the broad analysis of the GNU's communication performance and coherence in the expression.



Cabinet approved the GCP in 2018, which sets out the rules, processes and procedures for communication within government departments and across national, provincial and local governments. Compliance to the GCP is also measured using the G-CET. Over the period 1 October 2021 to 31 March 2024, overall compliance to the GCP was at 75% for national government departments, affirming the existence of basic communication enablers amongst national departments. In the same period, the GCIS sought to progressively introduce the G-CET to other spheres of government, starting with the provinces.

Compliance with the GCP was formally limited to five basic qualitative indicators that enable communication implementation. Progressive assessment of national government compliance with the GCP will include quantitative indicators that represent various communication functions and/or platforms that are represented throughout the chapters of the GCP.

To strengthen the functioning of the system, the GCIS requires formal empowerment provisions of both authority and enforcement to oversee compliance to government communication prescripts. Government needs to employ more interventions through development communication to create active citizenry, thereby bridging the gap between government and society on key issues that empower members of the public to take initiatives to improve their lives.

### 3.3 RESEARCH TO INFORM COMMUNICATION CONTENT

To improve understanding of the dynamics of the communications environment within which government communications is mandated to serve citizens, the GCIS has since 2003 conducted continuous quantitative tracking research to assess the mood of the nation, the public's perception of government's performance in key priority areas, and communication needs and preferences.

This quantitative research, also known as Tracker, has questions on the direction in which the country is going, challenges facing the country that government should address and the level of trust in the country's institutions. These questions contribute towards understanding the mood of the nation. The G-CET and Tracker are part of the continuous work of the government communication system to provide empirical evidence to sustain professional and effective government communication.

Research findings of the data collected before the May 2024 national elections showed growing negativity regarding the direction in which the country is heading, with 78% of citizens holding the view that the country is going in the wrong direction compared to 73% in 2022/23. The increase in negativity was also observed during the 2019 election year when pessimism grew from 67% in 2018/19 to 72% in 2019/20.

Additionally, a myriad of challenges that the country is currently grappling with: Unemployment (58%), Crime (28%), Corruption (26%) and Electricity supply (26%) were mentioned in 2023/24 as challenges that government should address. These challenges, some of which research also revealed to be reasons

for the wrong direction of the sentiments about the country, have remained consistent since 2021/22.

Although the overall levels of trust in national and local government increased during the period 2019 to 2024, they remain lower than trust levels for various other institutions. More recently (2023/24), 46% of South Africans completely trusted, and to some extent, trusted national government compared to 38% in 2022/23, and 41% had the same positive sentiment in 2023/24 for local government/municipalities compared to only 22% in 2022/23.

Government departments use the findings to inform decision-making on interventions, content development and campaign planning. The results serve as a reminder of the communication context in which government messaging and communication are intended to empower, inform and inspire citizens.





Digital media continues to play a major role in ensuring government messages reach a wide audience and that government services are more accessible through online platforms. The GCIS capacitates communicators to monitor conversations on social media to be able to deal with disinformation and misinformation, and to assist in shaping messages and content to immediately address identified information gaps.

Transformed and sustained communication platforms can improve citizens' lives. This mandate of the GCIS is further found in Chapter 14 of the NDP: Vision 2030, which acknowledges that access to information through print, broadcasting and electronic media is vital for an informed citizenry and economic development. Adhering to this mandate, the department plays a pivotal role in securing a democratic society, building social cohesion and enabling economic transformation by providing information on access to opportunities.

The specific Outcome on the Transformed MAC sector is aligned with government's objectives of promoting BEE as articulated in the B-BBEE Act of 2003 and the objectives of the NDP, particularly on broadening economic opportunities for all South Africans, especially historically disadvantaged individuals.

The aim is to overcome the inequalities of the past, build an inclusive economy and increase the quantity and quality of black individuals who have ownership and control of new and existing enterprises. The dynamics of this growing population is reflective of a proudly diverse heritage with one of the most heterogeneous populations in the world. This demands a need for a transformed MAC sector that represents the true reflection of the population of the country.

Despite many initiatives aimed at transforming the MAC sector, which was initiated by the Portfolio Committee on Communications in 2001, long before the B-BBEE Act of 2003 was developed and assented into law by the President, it remains untransformed owing to various reasons. To date, transformation in this sector has not been monitored and reported to the Minister in The Presidency, the Department of Trade, Industry and Competition (**the dtic**), B-BBEE Commission, Parliament and Presidential B-BBEE Advisory Council.

### 3.4 BRIDGING THE INFORMATION GAP AND USE OF THE GSM

South Africa is still faced with the challenge of eliminating inequalities among the citizens of the country. The digital divide between rural and urban communities, the poor and the rich remains a priority for government to ensure that all have equal access to services and information that will empower them

to transform their lives for a better future. According to the Constitution of the Republic of South Africa of 1996, South Africa belongs to all who live in it – and with the release of the Census 2022 (South Africa's first digital census, which is aligned with international and UN acclaimed methodologies), we are equipped with information to the level of the 4 468 wards. The findings show that South Africa is on the path of a developing country with an increasing population from 40,583,573 in 1996 to 62,027,503 in 2022.

The communication environment has also seen unprecedented changes brought about by growth in digital technologies. South African citizens adopted these technologies to the demise of print and broadcast media. This meant that the GCIS had to swiftly adapt to new ways of consuming media and change strategies that lean towards online distribution of content. Notable is that what used to command the attention of the country for breaking news in printed format is no longer the case as news can now be accessed via online content.

These platforms that occupy and are now commanding large audiences are now the dominant feature in the South African media and social landscape.

In addition, the prevalence of smartphones is approximately 100 million, which means most citizens have the potential to be content generators. However, this poses the risk of having unverified content going viral and



not aligning with factual content from government. Nevertheless, amidst this digital growth, the country is still experiencing a digital divide owing to the high cost of data and poor connectivity. High-speed and affordable broadband is yet to be rolled out to rural and peri-urban areas.

In addition, the heterogeneity of the population also means to effectively execute our communication mandate, we need a better understanding of the people we serve. This includes their demographic profile, prevalent perceptions, beliefs and values regarding government service delivery performance in priority areas. This is necessary to develop relevant government communications that lead to the desired behavioural and/or perception change among identified audience segments.

Therefore, in the 2016 GCIS Research developed the GSM and launched its first iteration, an audience segmentation model that enables communicators to understand citizens better and create greater alignment between citizens' government information needs and government services and messages, campaigns, programmes and initiatives.

To ensure currency and relevance, the GSM has been reviewed twice with the latest review concluded in 2023/24, titled GSM 3rd Edition: Revisiting the GSM. Finally, for purposes of media

consumption behaviour analysis, the segments are aligned with the latest available media consumption data using Socio-Economic Measure and geotype as 'hooks' because these variables are captured in both the GSM and media consumption data.

The alignment enables communication researchers, communicators and planners to create their own GSM segment codes and analyse media consumption behaviour of the different segments easily. The analysis is also used for media planning.

### 3.5 USE OF SOCIAL MEDIA

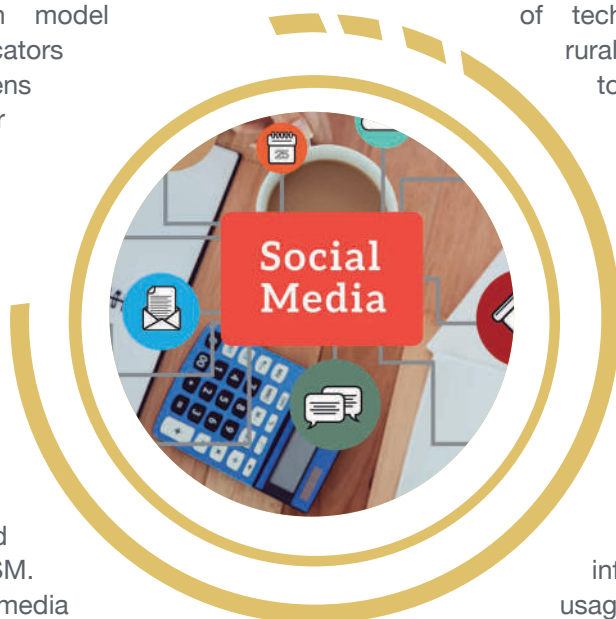
The GCIS operates within an environment where the country is still facing a challenge of technological infrastructure in rural communities. According to Statistics South Africa's General Household Survey, 59,2% of rural communities use mobile devices to access the internet.

However, unreliable cellphone network coverage makes it difficult for the citizens to access information that is shared through new media, thereby depriving them of the right to access information timeously. Internet usage also comes with the

challenge of high data costs, thereby resulting in citizens not being able to afford data to access the internet.

According to the G-CET Report of April to September 2023, there has been an increase in access to the internet. However, there are still some barriers to consistent, continuous, universal access such as data costs and stable connectivity.

There is an urgent need to address this digital divide by rolling out infrastructure and introducing zero-rating of public interest online platforms.



A summary of performance by national departments on the use of social media is set out in Diagram 1 below.

DEPARTMENT	FACEBOOK FOLLOWERS (As at AUG 14th) Q1	FACEBOOK FOLLOWERS (As at OCT 11th) Q2	X FOLLOWERS (As at AUG 11th) Q1	X FOLLOWERS (As at OCT 11th) Q2	TOTAL FOLLOWING (Q1 FB & X)	TOTAL FOLLOWING (Q2 FB & X)
THE PRESIDENCY	1 000 000	1 000 000	2 400 000	2 400 000	3 400 000	3 400 000
HEALTH	2 100 000	2 100 000	406 900	407 900	2 506 900	2 507 900
SOUTH AFRICAN POLICE SERVICE	1 200 000	1 200 000	1 100 000	1 200 000	2 300 000	2 400 000
GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM	921 000	950 000	756 200	767 000	1 677 200	1 717 000
DEFENCE	387 000	398 000	87 100	89 500	474 100	485 500
HOME AFFAIRS	232 000	234 000	198 001	201 300	430 000	435 300
BASIC EDUCATION	103 000	104 000	301 600	301 900	404 600	405 900
EMPLOYMENT AND LABOUR	236 000	239 000	122 300	123 500	358 300	362 500
HIGHER EDUCATION AND TRAINING	226 000	227 000	43 700	42 600	269 700	269 600
SPORT, ARTS AND CULTURE	20 000	23 000	238 900	239 000	258 900	262 000
SOCIAL DEVELOPMENT	180 000	181 000	75 600	76 300	255 600	257 300
WATER AND SANITATION	154 000	155 000	64 300	64 600	218 300	215 600
INTERNATIONAL RELATIONS AND COOPERATION	63 000	64 000	106 000	109 800	169 000	173 800
NATIONAL TREASURY	3 700	3 800	152 700	152 500	156 400	156 300
TRADE, INDUSTRY AND COMPETITION	46 000	46 000	102 100	102 200	148 100	148 200
TOURISM	100 000	102 000	41 700	41 800	141 700	143 800
COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS	40 000	40 000	89 800	94 300	129 800	135 300
TRANSPORT	45 000	46 000	84 100	85 400	129 100	131 400
JUSTICE AND CONSTITUTIONAL DEVELOPMENT	54 000	54 000	72 400	73 900	126 400	127 900
SMALL BUSINESS DEVELOPMENT	79 000	80 000	30 200	30 300	109 200	110 300
HUMAN SETTLEMENTS	78 000	76 000	30 200	30 500	106 200	108 500



AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT	50 000	50 000	39 200	40 300	102 200	106 300
PUBLIC SERVICE AND ADMINISTRATION	50 000	51 000	42 500	43 900	92 500	94 900
SCIENCE AND INNOVATION	31 000	32 000	43 700	44 000	74 700	76 000
MINERAL RESOURCES AND ENERGY	16 000	17 000	47 500	48 000	63 500	64 000
FORESTRY, FISHERIES AND THE ENVIRONMENT	32 000	30 000	25 800	25 800	56 000	57 800
PUBLIC ENTERPRISES	26 000	26 000	26 000	26 700	51 000	52 700
WOMEN, YOUTH AND PERSONS WITH DISABILITIES	10 000	10 000	27 900	28 100	38 900	40 100
COMMUNICATION AND DIGITAL TECHNOLOGY	11 000	11 000	21 100	21 600	32 100	33 600
MILITARY VETERANS	14 000	14 100	14 100	14 100	33 100	33 100
PUBLIC WORKS AND INFRASTRUCTURE	16 000	17 000	7 070	7 249	23 070	24 249
CORRECTIONAL SERVICES	9 000	10 000	14 500	14 700	23 500	28 800
PLANNING, MONITORING AND EVALUATION	5 200	5 500	14 100	14 200	19 300	19 700
	7 553 900	7 621 400	6 825 870	6 962 949	14 379 770	14 584 349

#### Diagram 1: Use of social media by national departments.

By 31 March 2024, the GCIS had accomplished total posts of over 28 479 across all GCIS-managed social media platforms. Collectively, this meant the total reach of 138,902,033, significantly broadening the audience for government communications. Engagement rates were relatively high for the same period, showing a public interaction with 4,506,544 engagements including likes, comments and shares.

The followers on traditional social media grew to 4,047,296. In September 2023, the GCIS launched a dedicated WhatsApp channel, which has rapidly gained traction with over 1,549,753 followers. Moving forward, the GCIS Social Media Strategy will focus on

leveraging digital platforms to enhance government communication, engagement and transparency. The strategy targets a digitally connected audience using relatable, visually engaging content.

The department will implement real-time query resolution, branded hashtag campaigns (such as #GovZAUpdates, #ServiceDeliveryZA) and align messaging with trending government-related topics.

Content themes will strike a balance between strategic government content, service delivery updates and light-hearted weekend content, aimed at making government communication more relatable. Through social media omnichannel system and WhatsApp chatbot pilot, the department will streamline query

responses and improve citizen interaction. These technologies ensure efficient service delivery across multiple departments, supporting the GCIS's commitment to modernising digital engagement.

The strategy is supported by data-driven insights and innovative approaches, including real-time content optimisation, leveraging social trends and focusing on high-impact platforms with high organic reach potential. Through this social media strategy, the GCIS aims to achieve measurable results such as increased reach and engagement while fostering trust and accessibility through impactful user-centred communication.

### 3.6 GCIS PRODUCTS AND PLATFORMS

The GCIS is committed to an evidence-based approach in the relevance of its various products and platforms. In addition to the Tracker research, various products and platforms were reviewed and the summary of findings captured as follows:

STUDY	CONCLUSIONS
<b>South African Government website analysis assessment (November 2019)</b>	<ul style="list-style-type: none"> <li>The South African Government website is generally used by all segments of the population. However, the segments that are interacting with this website the most are Cosmopolitan Capitals and Metro Mobiles.</li> <li>Most users (68%) of the website are interested in information about government services. Most (74%) of the users also indicated that they received the information they were looking for the last time they used the website and it is useful.</li> <li>Based on the analysis, compared to other age groups, the youth age group (25-34 years) engage the most with the website.</li> <li>Concerning geographical location, people using the website are mostly from Gauteng (65.9%) compared to other provinces.</li> </ul>
<b>Vuk'uzenzele website assessment (November 2019)</b>	<ul style="list-style-type: none"> <li>The <i>Vuk'uzenzele</i> website is mostly used by Rooted Realists and City Seekers.</li> <li>Analysis of the users further indicated that youth, women and people residing in Gauteng engage most often with the <i>Vuk'uzenzele</i> website and access the website through their mobile phones.</li> <li>Users of the <i>Vuk'uzenzele</i> website are mostly interested in content related to jobs.</li> </ul>

STUDY	CONCLUSIONS
<b>Vuk'uzenzele Public Perception Research (April – June 2022)</b>	<ul style="list-style-type: none"> <li>Most people amongst those that read/saw <i>Vuk'uzenzele</i> newspaper before and those shown at the time find the content useful. Content found useful relates to government programmes, how to start a small business and finding/applying for a job.</li> <li>Digital platforms that are preferred was SMS mainly (especially amongst Rooted Realists and City Seekers). This might be due to perceived low data costs for SMS. Knock-and-drop was the preferred method of distribution.</li> </ul>
<b>GCIS Mono Audio Feed service (July – August 2021)</b>	<ul style="list-style-type: none"> <li>The mono audio feeds are mainly used to inform content for current affairs shows and/or news affairs. A smaller proportion indicated to be using the feeds for live content. Those who use the mono audio feeds find them to be relevant and of good technical quality.</li> <li>Community radio stations are pleased with the mono audio feed service and appreciate GCIS's efforts in providing the service for free.</li> <li>Community radio stations around the country who were interviewed in this study have made numerous references to being under-resourced, short-staffed and generally having low budgets to work with. Therefore, the provision of these mono audio feeds enables them to create quality news and current affairs content easily at no cost to them.</li> </ul>

STUDY	CONCLUSIONS
<b>My District Today (MDT) Newsletter Survey (August 2022)</b>	<ul style="list-style-type: none"> <li>• Most recipients of the MDT newsletter are to a larger extent satisfied with the content. However, some respondents (24%) are not satisfied with the design of the newsletter.</li> <li>• An area of great concern is the high number (41%) of bounced emails. This serves to indicate that most contacts believed to be the intended recipients of the newsletter in the database, do not receive the MDT newsletter. Another area of major concern is the distribution methodology of the newsletter as many intended recipients (32%) indicated that they never received the newsletter.</li> <li>• Most respondents (59%) indicated that they would subscribe to the MDT newsletter if it was a subscription service. This indicates that the recipients indeed value the newsletter.</li> </ul>
<b>Out-of-Home (OOH) Suppliers' Survey (August 2022)</b>	<ul style="list-style-type: none"> <li>• Not all service providers on the database have/provide platforms often used by the GCIS – i.e. static and electronic billboards/screens, wall murals and in-taxi TV. Therefore, not all companies on the database are necessarily relevant to respond to the GCIS's OOH briefs.</li> <li>• Only 58% of those that have worked with the GCIS reported that payment of invoices was within 30 days. This leaves room for improvement as it suggests that GCIS's measures to meet the 30-day payment period as per legislation are not adequate.</li> <li>• Views on required compliance documents and budget allocation are negative. There are also large proportions that are undecided on the budget aspect.</li> </ul>

STUDY	CONCLUSIONS
<b>Rapid Response Survey (October 2022)</b>	<ul style="list-style-type: none"> <li>• Although most respondents indicated that they understood the purpose of the Rapid Response meeting, of concern was that about four in 10 felt that the meetings did not or were not sure if it achieves its objective. <ul style="list-style-type: none"> <li>◦ Therefore, there is a need to revisit the purpose of the meeting and communicate the benefit of attending and actively participating at the Rapid Response meeting.</li> </ul> </li> <li>• The Rapid Response meeting is considered too long and too frequent for the purpose it serves. Some factors contribute to intermittent meeting attendance.</li> <li>• Most products produced by the GCIS in preparation of the Rapid Response meeting have been deemed useful.</li> </ul>
<b>Government Exhibition Day, Randfontein, Gauteng (October 2023)</b>	<ul style="list-style-type: none"> <li>• The Government Exhibition Day was well received by most citizens (96%) and exhibitors.</li> <li>• The consensus from citizens in the area was that exhibitions are an effective way to engage with citizens and bring government services to them.</li> <li>• Most of the respondents were satisfied with the services on offer. However, they expressed the need for additional services focusing on health and wellness, skills development and job creation.</li> <li>• Citizens and exhibitors suggested that more such exhibition events should be held across the country to reach more communities.</li> </ul>
<b>In-Taxi WiFi platform (Unemployment Insurance Fund Benefits App In-Taxi WiFi Campaign study), (April – May 2024)</b>	<ul style="list-style-type: none"> <li>• Findings suggest that In-Taxi WiFi is an engaging platform because when prompted to complete the survey to enjoy the benefits of free In-Taxi WiFi, over 2 000 taxi commuters clicked on the online survey and completed it.</li> </ul>

**Table 1: Review findings of selected GCIS products and platforms between the performance of selected products and platforms is as follows:**

Product/Platform	Segment of GSM targeted	Performance statistics (Circulation/ download figures (1 April 2020 to 31 March 2024)	Language	Print or digital
<b>Vuk'uzenzele website</b>	GSM 1, 2 and 3	1, 375, 001	Partly translated into all 11 written official languages	Digital
<b>Public Sector Manager (PSM)</b>	GSM 4 and 5	4, 153	English	Digital
<b>Vuk podcast</b>	GSM 1, 2 and 3	Varies weekly	English	Digital
<b>SAnews</b>	Segments 4 and 5	4, 045, 963	English	Digital
<b>Government website</b>	All segments	41, 145, 901	All 11 written official languages	Digital
<b>WhatsApp channel</b>	All segments	1, 503, 053	English	Digital
<b>YouTube channel</b>	All segments	84, 730	English	Digital
<b>GCIS Blog</b>	All segments	68, 422 views	English	Digital

**Table 2: Performance and segmentation of selected GCIS products and platforms:**

### 3.7 USE OF OFFICIAL LANGUAGES

The GCIS is mandated to ensure that members of the public have access to information that is relevant and timely to better their lives. This can be achieved when information is disseminated in languages that can be understood by the targeted audiences. The department has a dedicated unit that provides editorial and translation services of government messages. Internally, the department has limited capacity to translate into isiZulu and Setswana.

Other written official languages are outsourced to a panel of translators that was appointed for three years from 1 June 2024. Some of the products translated into various languages include Cabinet statements, daily messages and parts of the *Vuk'uzenzele* newspaper. However, the Editorial and Language Services unit needs to be capacitated with in-house language practitioners to be able to translate government products and messages into all official languages so that the people we are serving

can be informed and empowered with information in their own languages to improve their lives.

By making government information available in all written official languages, the GCIS contributes to a well-functioning communication system that seeks to meet the information needs of the public, particularly those living in far-flung rural areas who do not necessarily have access to the mainstream media.



### 3.8 PERFORMANCE AGAINST OUTCOME INDICATORS IN THE REVISED STRATEGIC PLAN 2020-2025

In the 2022/23 financial year, the GCIS conducted a midterm review of its Strategic Plan, as approved in March 2020. Based on the review, a Revised Strategic Plan was tabled for 1 April 2023 to 31 March 2025. The Revised Strategic Plan decreased the departmental outcomes downwards from nine to four and sought to introduce outcome indicators. Based on the revision, performance to 31 March 2024 against the Strategic Plan is summarised below.

Outcome	Outcome indicator	Baseline	Five-year target	Progress/ observation to date
Informed and empowered citizens	% level of awareness through <i>Vuk'uzenzele</i> newspaper amongst Rooted Realists	48% of Rooted Realists out of 18% of the South African population (2022)	4% increase in the level of awareness through <i>Vuk'uzenzele</i> newspaper amongst Rooted Realists	Since March 2024, <i>Vuk'uzenzele</i> newspaper is no longer printed and is not fully distributed online
	% usage of development communication typologies that promote public participation	56% (2019/20)	80% usage of development communication typologies (including the use of all official languages)	Development communication typologies implemented (2 262 dialogues, 1 623 outreaches, 1 819 community radio programmes (issue-based panel discussions))
	Alignment of GCIS products with public information needs	Analysis on two products ( <i>Vuk'uzenzele</i> (2022) and SAnews (2019) completed	<ul style="list-style-type: none"> <li>Review the GSM by 31 March 2024</li> <li>Analysis on two (2) additional products finalised by 31 March 2025</li> </ul>	<ul style="list-style-type: none"> <li>GSM review completed in March 2024.</li> <li>Government Exhibition Day Customer Satisfaction study was conducted in Randfontein, Gauteng, in October 2023. Most respondents (96%) indicated that a government exhibition is an effective way of bringing services to the public.</li> <li>Research study to assess the PSM magazine is underway and expected to be concluded by 31 March 2025.</li> </ul>
	Research on outcomes of key government campaigns	New indicator	Four annual Tracker surveys undertaken	Four annual Tracker reports completed

Outcome	Outcome indicator	Baseline	Five-year target	Progress/ observation to date
		New indicator	Selected key government communication products translated into all official languages	The Language Services unit translated all the fortnightly Cabinet statements, editions of <i>Vuk'uzenzele</i> and the SoNA speeches into all official language. For example: 2020/21: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 22 2021/22: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 19 2022/23: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 19 2023/24: <i>Vuk'uzenzele</i> = 22 editions Cabinet statements = 18
	GCIS digital platforms for information dissemination	Combined X followers: ~ 1 217 000. Combined Facebook followers: ~ 951 400.	14% (combined) growth across all social media accounts by 31 March 2025 (engagement, followers) Reach 180 million screens	75% growth in followers across GCIS-managed social media platforms reaching 138, 902, 033 screens
	GCIS digital platforms for information dissemination	PSM magazine digital access 11 953 (January 2021-December 2022)  <i>Vuk'uzenzele</i> downloads (April-September 2022): 13 982 digital downloads	10% (combined) growth in access/downloads by 31 March 2025	Current Combined PSM magazine and <i>Vuk'uzenzele</i> newspaper downloads (December 2024) = 15 244  Progress is a decrease/decline of -41.23%
	% discount leveraged by the GCIS per year for implemented media campaigns	10% (2021/22)	12% discount (overall) to be leveraged for campaigns coordinated by GCIS for government	In 2023/24: 32 clients approved 212 media-buying campaigns for various programmes and services. The cost of the advertising was R155 760 436, 81 of which clients paid R114 559 101, 16 and benefitted from R41 201 335, 65 savings. (Average saving achieved was 26%).

Outcome	Outcome indicator	Baseline	Five-year target	Progress/ observation to date
<b>A well-functioning government communication system</b>	% compliance with the GCP	<ul style="list-style-type: none"> <li>GSM Version 2 (2019) and</li> <li>the GCP approved by Cabinet in August 2018</li> </ul>	50% compliance with the GCP by national departments by 31 March 2025	Since 2022 compliance with the GCP climbed to 75% by 31 March 2024
	<i>White Paper on Government Communications</i>	New indicator	White Paper developed and approved by 31 March 2025	Draft <i>Green Paper on Government Communications</i> developed, Socio-Economic Impact Assessment System Report submitted to the Department of Planning, Monitoring and Evaluation, Preliminary public consultation report produced. Process is now on hold.
	Establishment of a professional body for government communicators	GCFs and ICFs hosted as communities of practice by the GCIS	Concept document and feasibility study to establish a professional body for government communicators finalised by 31 March 2025	For the 2024-2029 MTDP, the GCIS has proposed an indicator on Professionalisation of Government Communication through a compulsory programme for government communicators with the National School of Government (NSG).
<b>Transformed mainstream print and digital media, advertising and community media</b>	An increase in adherence and percentage improvement towards achievement of six (6) B-BBEE Elements (Ownership; Management and Control; Skills Development, Enterprise Supplier Development; Preferential Procurement; Socio-Economic Development) by the MAC sector	45%	15%	Owing to the late appointment of the MAC Sector Charter Council, with only two Annual Transformation reports (one produced) and one to be produced by 31 March 2025. The target will not be achieved.
	% internal budget spent on designated groups (women, youth, disability and military veterans) and in non-traditional economic locations such as rural and township economy	New indicator	30% of the GCIS's internal budget to be spent on designated groups, and in rural and township economies, by 31 March 2025	In 2023/24: 31% budget spent on designated groups and/or locations

Outcome	Outcome indicator	Baseline	Five-year target	Progress/observation to date
Improved governance and service excellence	Revised statutory form of Brand SA	New indicator	Review report with recommendations of suitable entity form finalised by 31 March 2025	The review process on the possible options on the founding principle of Brand SA was developed and submitted to the Minister
	MDDA Amendment Bill developed	New indicator	Bill developed by 31 March 2025	The MDDA Amendment Bill is at an advanced stage
	Digital Transformation Strategy developed	New indicator	Digital Transformation Strategy approved and implementation commenced by 31 March 2025	The GCIS Digitisation Strategy was approved by the DG on 27 March 2024
	Unqualified audit opinion	Unqualified audit with matters of concern (2021/22)	Unqualified regulatory audit outcome with no material findings	2019/20: Unqualified audit opinion obtained 2020/21: Unqualified audit opinion obtained 2021/22: Unqualified Audit Opinion with findings obtained 2022/23: Unqualified audit opinion obtained 2023/24: Unqualified audit opinion obtained
	Skilled and capable workforce	New indicator	Skills audit completed, skills gaps addressed and the revised organisational structure implemented by 31 March 2025	The skills audit was conducted and completed. The report was signed off in May 2023. The results were presented at the Management Committee (MANCO) and implementation is ongoing.  The GCIS's revised organisational structure was approved in October 2023 and the organisation completed the placement of staff by 31 March 2024.

**Table 3: Performance against the outcome indicators in the Revised Strategic Plan 2020-2025.**



## 4. EXTERNAL ENVIRONMENT

### 4.1 Mass media transformation, growth and sustainability challenges in South Africa

The advent of a democratic South Africa some 30 years ago has produced a near-perfect market structure through policy and regulatory environment that recognised the existence of the interdependence of the three-tier broadcasting system, which is community media; commercial media/pay-TV and public broadcasters.

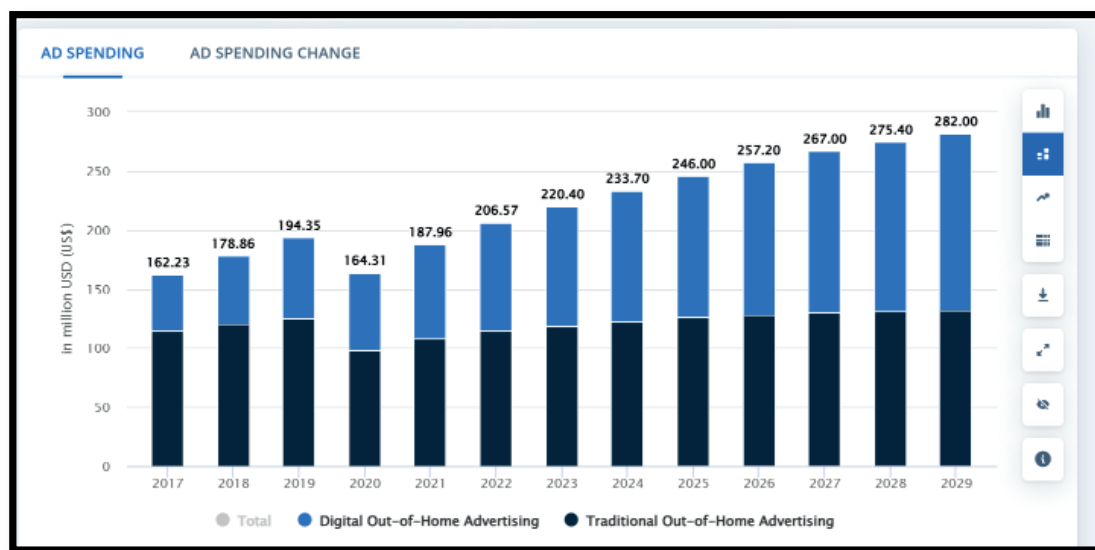
While 30 Years of Freedom and Democracy has produced more than 500 community media projects, however, two decades of the last 30 Years of Freedom have witnessed the emergence of the Internet and World Wide Web, which have left traditional media struggling to adjust to the new environment and changes caused by the emergence of new digital technologies (Kung, 2017).

The emergence of these new digital technologies resulted in the proliferation of digital channels and the growth of other new digital platforms. This development has brought about the entrance of new players in the existing traditional media market and consequently, a new kind of environment, players and rules have emerged.

In an era dominated by digital media, one might think traditional advertising formats like OOH would lose their impact. However, the opposite is true. According to a recent study by the Outdoor Advertising Association of America, OOH advertising saw a 4.1% increase in revenue globally in 2022, outperforming all other traditional media. In South Africa, the growth rate was even more pronounced, with OOH advertising revenue increasing by 6.3% year-on-year.

One of the key trends in the MAC subsector is the OOH advertising market in South Africa, which is increasing the use of digital technology. Digital billboards and screens are becoming more prevalent, allowing for dynamic and interactive advertising experiences. This trend is driven by the growing availability of digital infrastructure and the desire for advertisers to engage with consumers in new and exciting ways.

Advertisers are increasingly using data and analytics to understand their target audience and plan their campaigns accordingly. South Africa is experiencing growth and development owing to customer preferences for highly visible and creative advertising, the increasing use of digital technology, the focus on targeted advertising, the need to tailor campaigns to cater for diverse cultural and linguistic preferences and underlying macroeconomic factors such as economic growth and urbanisation.



Source: Statista Market Insights (2024).

Diagram 1: Advertising spend trends and projections.



The implication of these digital innovation resulted in the personalisation of the new media spectrum where the media consumer can own, create and distribute media content. To put the above-mentioned issues succinctly, these new digital technologies have disrupted traditional existing businesses and caused turbulence in both community media, the advertising sector as well as the commercial print and digital media of the future.

While these disruptions, turbulence and displacement highlighted above have been summarily identified as challenges facing media inclusive and government in the digital age, they are also being tagged as the consequences of digitisation, which will require the GCIS's intervention in the MTDP 2024-2029 period.

It is important to recognise that the NDP: Vision 2030 acknowledges that access to information through print, broadcasting and electronic media is vital for informed citizens and economic development. To this end, one of the twin mandates of the GCIS is to provide information to citizens to enable them to improve their lives. This can only be achieved by sustaining all media platforms, especially community media.

The GCIS will continue to promote sector transformation as well as the participation and growth of small, medium and micro-enterprises (SMMEs) in the MAC sector. The MAC B-BBEE Sector Codes provide government and the private sector with the tools to promote transformation and compliance by the sector. The MAC Sector Charter Council appointed since 2022, will monitor compliance with the MAC Sector B-BBEE Code with the recently revised B-BBEE Codes due for final gazetting in due course.

## Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis

The external environment scan has been conducted using the PESTEL tool to analyse these contexts that have impacted or are likely to impact the GCIS in the implementation of its mandate.

Political	Economic
<ul style="list-style-type: none"> <li>• Delays in approvals of actions/communication by Executive authorities to address issues in the communication environment diluting the impact of government's voice and coherence.</li> <li>• Regional and global instability through various developments and conflicts across the world.</li> <li>• Changes in geopolitical dynamics and the increased growth of influence of Brazil, Russia, India, China and South Africa plus (BRICS+).</li> <li>• Regime changes in several countries based on the high number of elections to be held in 2024 and related election outcomes.</li> <li>• Perceived delays in addressing ineffective communication on actions taken against those implicated in corruption.</li> <li>• Rise in coalition governments across the three spheres of government needing more stringent protocols on communication and coherence of messaging.</li> </ul>	<ul style="list-style-type: none"> <li>• Low investor confidence in South Africa.</li> <li>• Subdued economic growth.</li> <li>• Increasing levels of unemployment.</li> <li>• Inflation and escalating costs of living impacting the lives of citizens.</li> <li>• South Africa remains the most unequal society in the world.</li> <li>• Limited youth employment opportunities.</li> </ul>
Social	Technological
<ul style="list-style-type: none"> <li>• High levels of unemployment, especially youth unemployment.</li> <li>• Declining levels of trust in government.</li> <li>• Prevalence of misinformation and disinformation.</li> <li>• High levels of crime and GBV.</li> <li>• Lack of access to basic services.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient infrastructure to distribute internet access to rural communities.</li> <li>• High data costs impacting access to GCIS information on social media and digital platforms.</li> <li>• Cybersecurity threats.</li> <li>• Growth in use and application of AI and large language models (LLMs) for misinformation and disinformation.</li> <li>• Growing threat of biowarfare.</li> </ul>

Environmental	Legal
<ul style="list-style-type: none"> <li>Unpredictable climate change leading to damages extreme weather patterns.</li> <li>Ailing infrastructure not suited to the changes in weather.</li> <li>Growing water scarcity and declining quality because of ailing infrastructure and poor maintenance.</li> <li>Exposure to air pollution due to industrialisation.</li> <li>Declining land productivity which can negatively affect food security.</li> <li>Slow adoption and access to climate adaption and mitigation technologies.</li> </ul>	<ul style="list-style-type: none"> <li>The GCIS has no authority to enforce any communications practice regulations and relies on collegiality and ethical practices by government communicators.</li> <li>Growing litigation against government.</li> <li>Pace of responding to and implementing the recommendations of various commissions of enquiry.</li> </ul>

## 5. INTERNAL ENVIRONMENT

The internal environment of the department is analysed through the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis tool.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Strong relations with the media.</li> <li>An experienced and committed staff complement.</li> <li>Effective operation of communication structures across the government system.</li> <li>A strong provincial, district and local footprint through the GCIS's provincial and district offices.</li> <li>Satisfactory level of participation in the government cluster system.</li> <li>Motivated staff committed to their work.</li> </ul>	<ul style="list-style-type: none"> <li>Limited systems to optimally perform and package our products.</li> <li>Service and product quality impacted over time due to overuse of existing constrained resources.</li> <li>Capacity constraints due to 21% vacancy rate.</li> <li>Information and communication technologies (ICTs) that are not fully integrated and optimised.</li> <li>Limited use of off-the-shelf software to enhance communication performance.</li> <li>Persistent budget cuts over the previous years impacting effective communication.</li> <li>Support to community media is suboptimal.</li> <li>Entities oversight and guidance deficiencies resulting in missed effective collaboration and repositioning agenda.</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>Digital transformation for communication efficiencies.</li> <li>Improve relations with Department of Communications and Digital Technologies to drive policy coherence and support.</li> <li>Channel and platform strategy to influence and target communications planning and messaging.</li> <li>Targeted stakeholder relations with different stakeholders, including civil society and private sector.</li> <li>Assuming authority in leading and directing the government communication system.</li> <li>Multichannel relevance to assume a stronghold as the source of government breaking news.</li> <li>Alignment of entities to departmental strategy, and improved policy direction and oversight.</li> <li>Implementation of Professionalisation of the Public Service Project targeting government communicators.</li> <li>Target reducing the vacancy rate with young, digitally savvy and highly competent officials.</li> <li>Introduction of the e-Recruitment system.</li> <li>Upskilled workforce with the skills of the future.</li> <li>Better usage of Tshedimosetso House by improving its visibility, and availing the use of facilities such as the pressroom and auditorium to other departments.</li> <li>Hybrid working model to reduce rental costs and generate extra income by finding smaller office accommodation space after the end of the current lease in May 2025.</li> <li>Sign a Memorandum of Understanding with reputable training service providers for core functions.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing budget cuts eroding the GCIS baseline.</li> <li>High numbers of staff eligible for early retirement which might affect institutional memory and capacity.</li> <li>Threats of cybersecurity and terrorism.</li> <li>Reduced ability for skills retention due to most of the workforce having reached top notches.</li> <li>No operating model of the organisation.</li> <li>Lack of budgets to ensure appropriate human resource (HR) capacity due to a changing communication environment that requires upskilling.</li> <li>Growing instances of misinformation and disinformation using AI and LLMs to improve credibility.</li> <li>Communication not recognised as a strategic function and an enabler to support government work in all spheres of government.</li> <li>Limited/poor knowledge and understanding of the GCIS brand and services by citizens and the government communication system.</li> </ul>

**Table 5: SWOT analysis of internal factors.**

## 5.1 AUDIT OUTCOMES

The 2023/24 financial year marked a significant milestone in the history of the GCIS after the department received yet another clean audit outcome from the Auditor-General of South Africa.

Commendably, this means the GCIS has ranged between a clean audit and unqualified audit outcome for nine consecutive years. The department would not have achieved this without the dedication of its employees in ensuring regulatory compliance and adherence to policies, procedures and legislative prescripts.

The continuous positive audit outcome also speaks to a growing entrenchment of an ethical culture amongst GCIS staff. This was essential in ensuring accountability and transparency, thereby boosting the GCIS's credibility and confidence. The department will continue to implement internal controls to improve efficiency and maintain the clean audit status.

An analysis of the B-BBEE statistics of the department for the period 1 April to 31 December 2024 shows that the department is making concerted efforts in procuring from designated groups. The statistics are reflected in the graph below across the different targeted groups.



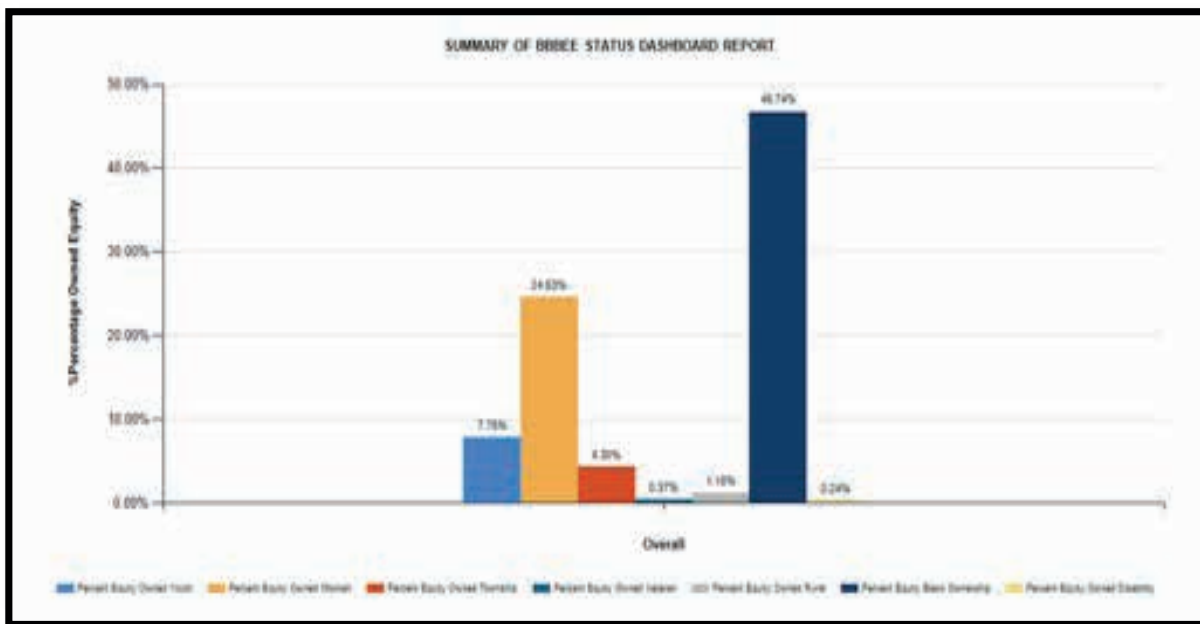


Diagram 2: B-BBEE statistics between 1 April and 31 December 2024.

## 5.2 HUMAN RESOURCES

The GCIS's ability to attract and retain the right skills and talent is a critical element towards achieving its planned strategic objectives and delivering on its constitutional mandate. The MTEF HR Plan was developed and approved in June 2023, to align the workforce with the strategic goals of the department.

To enhance a fit-for-purpose organisational structure that responds to the strategy, the department reviewed the organisational structure, which was approved and concurred with by the Minister of Public Service and Administration on 11 September 2023. The process of placing employees on the newly approved organisational structure commenced in February 2024. The effective date

for the implementation of the GCIS Organisational Structure was 1 April 2024.

The position of DG became vacant on 1 January 2023 and the vacancy was advertised, and the selection committee, duly constituted by the Executive Authority, shortlisted and subsequently conducted interviews with prospective candidates.

Budgetary constraints persisted throughout the year resulting in the department not able to keep the vacancy rate below 10% at the end of the 2023/24 financial year. The GCIS could not fill all prioritised vacancies on the approved Recruitment Plan owing to budgetary constraints.

The GCIS has also contributed to addressing the challenge of youth unemployment and played a key role in providing opportunities for graduates through the Youth Development Programme, which places graduate interns to benefit from hands-on experience with skills they require for a specific job. It also allows and exposes them to other opportunities and career pathing that they would not have otherwise been exposed to.

Furthermore, the GCIS continues to provide opportunities for those who require work experience to acquire their qualifications through Work Integrated Learning. During the reporting period, the department had 66 graduate interns and 35 learner placed and paid stipend by the sector education and training authorities and other employer organisations.

A comprehensive Employee Health and Wellness (EH&W) Programme was implemented to capacitate staff to realise their full potential. These included managing finances, mental wellness, depression and social anxiety disorder. Related to this is the awareness raised on the health and wellness of employees through the departmental *Wellness Bulletin* and Internal Communication platforms such as *Let's Talk* and *Hot News*.

Employment Equity representation within the department was as follows: African males (36%); African females (49%); Coloured males (3%); Coloured females (4%); Indian males (1%); Indian females (2%); White males (2%) and White females (3%). Representation of people with disabilities (PWD) was at 3.04%.

### 5.3 INFORMATION AND COMMUNICATION TECHNOLOGIES

The GCIS Digital Transformation Strategy was approved in March 2024. The strategy seeks to facilitate the adoption of world-class ICT for the achievement of the GCIS's mandate and to provide an efficient, effective and innovative IT infrastructure and systems that enable the GCIS to provide professional services and an effective government communication system.

The digital strategy includes high level Information Management and Technology (IM&T) initiatives to support the outcomes which forms the underlying girdle of the GCIS strategy. The Digital Transformation Strategy leverages the Government Wide Enterprise Architecture under the following pillars:

- Business Enablement
- People and Structure
- Application and Technology
- Security and Governance.

In 2023/24, the GCIS was granted an additional R7 million for ICT infrastructure upgrades. This allocation has enabled hardware refresh and improvements in the network speed for Head Office as well as some provincial and district offices.

The GCIS has an Enterprise Architecture Document which includes the existing ICT infrastructure, including hardware, software and network capabilities. Network vulnerability assessments are conducted as and when needed by the State Security Agency (SSA) and reports provided to the GCIS to action. The web vulnerability screenings are conducted quarterly. The SSA provided a recommendations report in August 2023 with implementation of recommendations still underway, such as the replacement of aged

network infrastructure. In addition, the State Information Technology Agency (SITA) vulnerability scans are conducted monthly and high and medium vulnerabilities are addressed and reported quarterly to governance structures.

Between July and September 2024, the Department of Public Service and Administration (DPSA) conducted a security compliance that looked at the overall security measures on which the GCIS scored 76.92 % compliance.

The assessment for ICT HR capacity, focusing on staff skills and user competence is yet to be done with HR Management and this will be a critical element of ensuring successful attainment of the Digital Transformation Strategy. The assessment for the digitalisation targets for the department will be undertaken in the 2025/26 financial year.

The department has ICT Governance Framework and Policies. In this regard, there are existing ICT governance frameworks, policies or procedures that guide ICT operations and decision-making. These policies were last reviewed in June 2024 and the next review will be undertaken in 2027 or as and when there are technological changes.

There are also established governing bodies e.g. ICT Steering Committee, MANCO, Enterprise Risk Management Committee (ERMC), as well as the Audit Committee where ICT reports are submitted quarterly. The reports provide updates on the state of the IM&T projects, systems usage report, the network availability, IT security report, and adherence to service level agreement standards and turnaround times.

With the approval of the GCIS Digital Transformation Strategy in March 2024, the department conducts assessments every three years or as and when there are technological changes on the existing systems, technologies and processes to evaluate their digitalisation levels, integration capabilities, interoperability and progress towards the department's digital transformation.

As part of the transformation journey, the department has prioritised upgrading technologies and enhancing systems to improve efficiency and ensure seamless communication across platforms. The following upgrades and initiatives were achieved in the 2024/25 financial year and are still continuing:

- electronic-Documents Submission with e-Signature;
- BarnOwl for governance, risk and compliance; and
- Internet Bandwidth Upgrade.

This aligns with the analysis of the performance of the GCIS's ICT portfolio including business applications, digitalisation of processes, integration and interoperability. The Digital Transformation Strategy has a comprehensive table showing the digital intervention, business value and planned projects. The strategy also seeks to advance the state of digitisation and automation of the GCIS environment by leveraging AI technology to improve customer experience, collaboration, efficiencies and decision-making.

Cybersecurity remains an ongoing threat. This is heightened in the case of the GCIS as the custodian of government information and the hosting of critical websites such as *gov.za* and *sanews.za*. The department has cybersecurity measures both as part

of business continuity measures as well as risk mitigation against the ongoing threats. There is an ICT operational risk register in place, and it is monitored quarterly and reported to MANCO, ERMCO and the Audit Committee.

The department undertakes an analysis of the performance of the ICT portfolio and manages ICT spending. Any pressing needs not accommodated in current year allocations are presented to the internal Budget Committee for additional funds from cost savings and reprioritisation.

Stakeholder needs and expectations are addressed through engagements with line functions to ensure ICT services meet their requirements. Furthermore, ICT conducts benchmarking per business needs to analyse how the department's ICT capabilities compare to industry benchmarks, best practices and identify emerging technologies. The feasibility study reports are presented to ICT Steering Committee for approval.

## 6. ORGANISATIONAL STRUCTURE

The GCIS implements its mandate through the following three programmes headed by a DDG respectively.

### **PROGRAMME 1: Administration**

**Purpose:** Provide strategic leadership, management and support services to the department.

Subprogramme 1.1: Departmental Management

Subprogramme 1.2: S&OP

Subprogramme 1.3: Human Capital and Corporate Support (HC&CS)

Subprogramme 1.4: Office of the Government Information Technology Officer (OGITO)

Subprogramme 1.5: Financial Administration

Subprogramme 1.6: Chief Audit Executive.

### **PROGRAMME 2: Content Processing and Dissemination**

**Purpose:** Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.

Subprogramme 1.1: Management

Subprogramme 1.2: Products and Platforms

Subprogramme 1.3: Research Analysis and Knowledge Services (RAKS)

Subprogramme 1.4: Communication Service Agency (CSA)

Subprogramme 1.5: Policy Development, Analysis and Market Modelling (PDA&MM).

### **PROGRAMME 3: Intergovernmental Coordination and Stakeholder Management**

**Purpose:** Implementation of development communication, through mediated and unmediated communication and sound stakeholder relations and partnerships.


Subprogramme 1.1: Management


Subprogramme 1.2: Media Engagement

Subprogramme 1.3: Cluster Communication

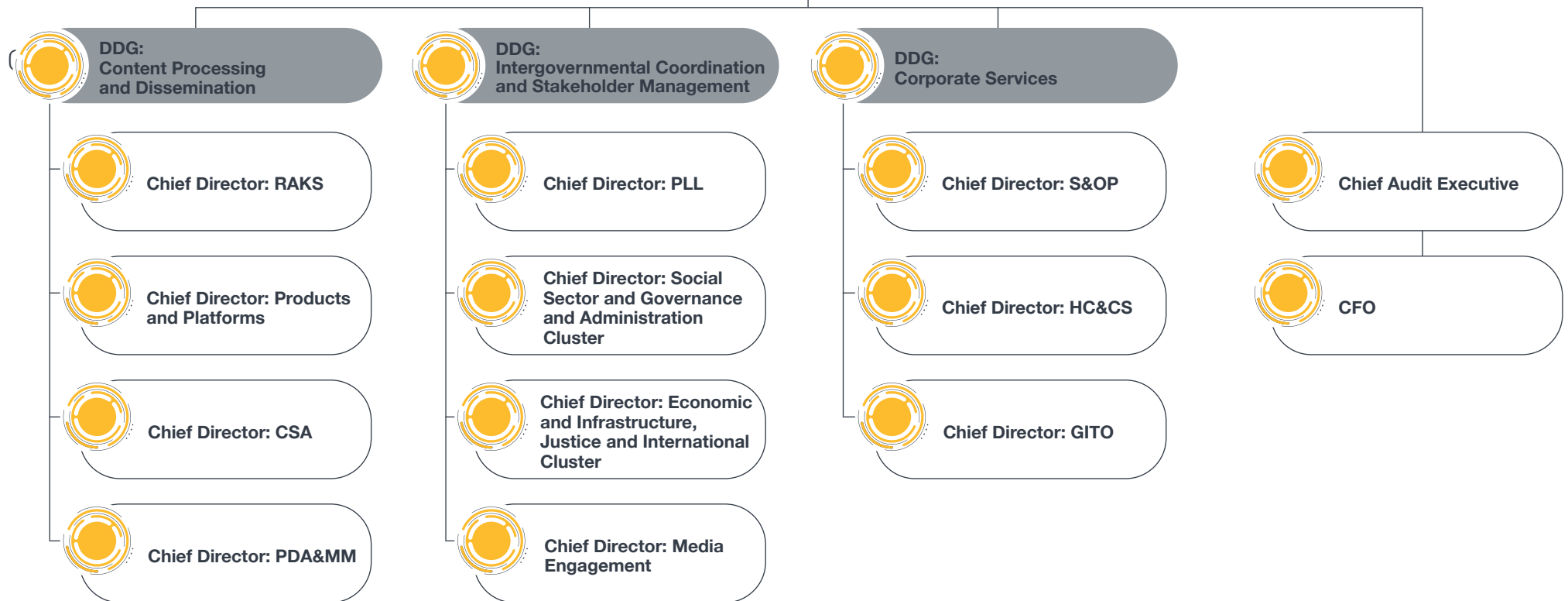
Subprogramme 1.4: Provincial and Local Liaison (PLL).

 Minister

 Deputy Minister

 Director: Office of the DG

 DG





## 7. OVERVIEW OF 2025/26 BUDGET AND MTEF ESTIMATES

Budget summary							
	2025/26					2026/27	2027/28
	Current payments	Transfers and subsidies	Payments for capital assets	Payments for financial asset	Total	Total	Total
R million							
<b>MTEF allocation</b>							
Programme 1: Administration	209 098	306	1 096	-	210 500	217 905	227 741
Programme 2: Content Processing and Dissemination	179 923	269 368	1 903	-	451 194	429 030	448 086
Programme 3: Intergovernmental Coordination and Stakeholder Management	155 471	1 037	2 079	-	158 587	158 796	166 344
<b>Total expenditure estimates</b>	<b>544 492</b>	<b>270 711</b>	<b>5 078</b>	<b>-</b>	<b>820 281</b>	<b>805 731</b>	<b>842 171</b>
Executive Authority	Minister in The Presidency						
Accounting Officer	DG						
Website	<a href="http://www.gcis.gov.za">www.gcis.gov.za</a>						

### Expenditure estimates: GCIS

Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme 1: Administration	189 482	188 485	199 661	227 415	210 500	217 905	227 741
Programme 2: Content Processing and Dissemination	440 069	405 525	411 119	393 357	451 194	429 030	448 086
Programme 3: Intergovernmental Coordination and Stakeholder Management	125 453	129 895	127 588	140 001	158 587	158 796	166 344
<b>TOTAL</b>	<b>755 004</b>	<b>723 905</b>	<b>738 368</b>	<b>760 773</b>	<b>820 281</b>	<b>805 731</b>	<b>842 171</b>

Economic classification							
<b>Current payments</b>	<b>503 199</b>	<b>461 955</b>	<b>480 135</b>	<b>524 980</b>	<b>544 492</b>	<b>536 994</b>	<b>561 614</b>
<b>Compensation of employees</b>	<b>284 192</b>	<b>286 542</b>	<b>280 961</b>	<b>291 288</b>	<b>311 080</b>	<b>324 517</b>	<b>339 194</b>
<b>Goods and services</b>	<b>219 007</b>	<b>175 413</b>	<b>199 174</b>	<b>233 692</b>	<b>233 412</b>	<b>212 477</b>	<b>222 420</b>
of which:							
Advertising	47 881	5 336	17 191	27 562	44 613	24 553	25 976
Audit costs: External	3 171	2 787	2 679	3 366	3 151	2 997	3 000
Communication	12 199	9 497	9 635	17 663	15 789	11 287	11 568
Computer services	17 531	16 713	20 889	28 943	28 004	29 197	29 371
Consultants: Business and advisory services	1 361	1 081	1 294	1 286	4 583	4 513	4 763
Legal services	74	137	2 665	1 746	1 360	1 416	1 420
Contractors	2 089	1 535	1 315	14 196	8 481	8 906	9 676
Agency and support/outsourced services	3 585	7 785	6 113	5 380	8 000	8 435	8 825
Fleet services	2 204	1 652	1 614	1 387	1 281	1 225	1 395
Consumables: Stationery, printing and office supplies	1 546	1 712	1 318	2 586	1 836	1 912	1 979
Operating leases	65 851	70 645	75 177	82 877	70 059	72 358	75 504
Property payments	12 719	12 702	13 152	14 368	13 323	13 555	14 081
Travel and subsistence	12 913	19 063	20 937	19 386	21 882	22 294	23 469
Training and development	2 211	863	686	2 953	825	684	732
Operating payments	27 964	18 704	20 326	4 687	4 016	3 540	3 837
<b>Transfers and subsidies</b>	<b>247 689</b>	<b>256 366</b>	<b>251 732</b>	<b>226 636</b>	<b>270 711</b>	<b>263 892</b>	<b>275 826</b>
Departmental agencies and accounts	246 378	254 944	250 565	225 284	269 368	261 624	273 455
Public corporations and private enterprises	40	40	43	44	46	48	50
Households	1 271	1 382	1 124	1 308	1 297	2 220	2 321
<b>Payments for capital assets</b>	<b>4 002</b>	<b>5 501</b>	<b>6 465</b>	<b>9 157</b>	<b>5 078</b>	<b>4 845</b>	<b>4 731</b>
Buildings and other fixed structures	26	17	18	-	-	-	-
Machinery and equipment	3 976	5 100	6 447	9 157	5 078	4 845	4 731
Software and other intangible assets	-	384	-	-	-	-	-
<b>Payments for financial assets</b>	<b>114</b>	<b>83</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>755 004</b>	<b>723 905</b>	<b>738 368</b>	<b>760 773</b>	<b>820 281</b>	<b>805 731</b>	<b>842 171</b>







# **PART C:**

## MEASURING OUR PERFORMANCE





# THEORY OF CHANGE

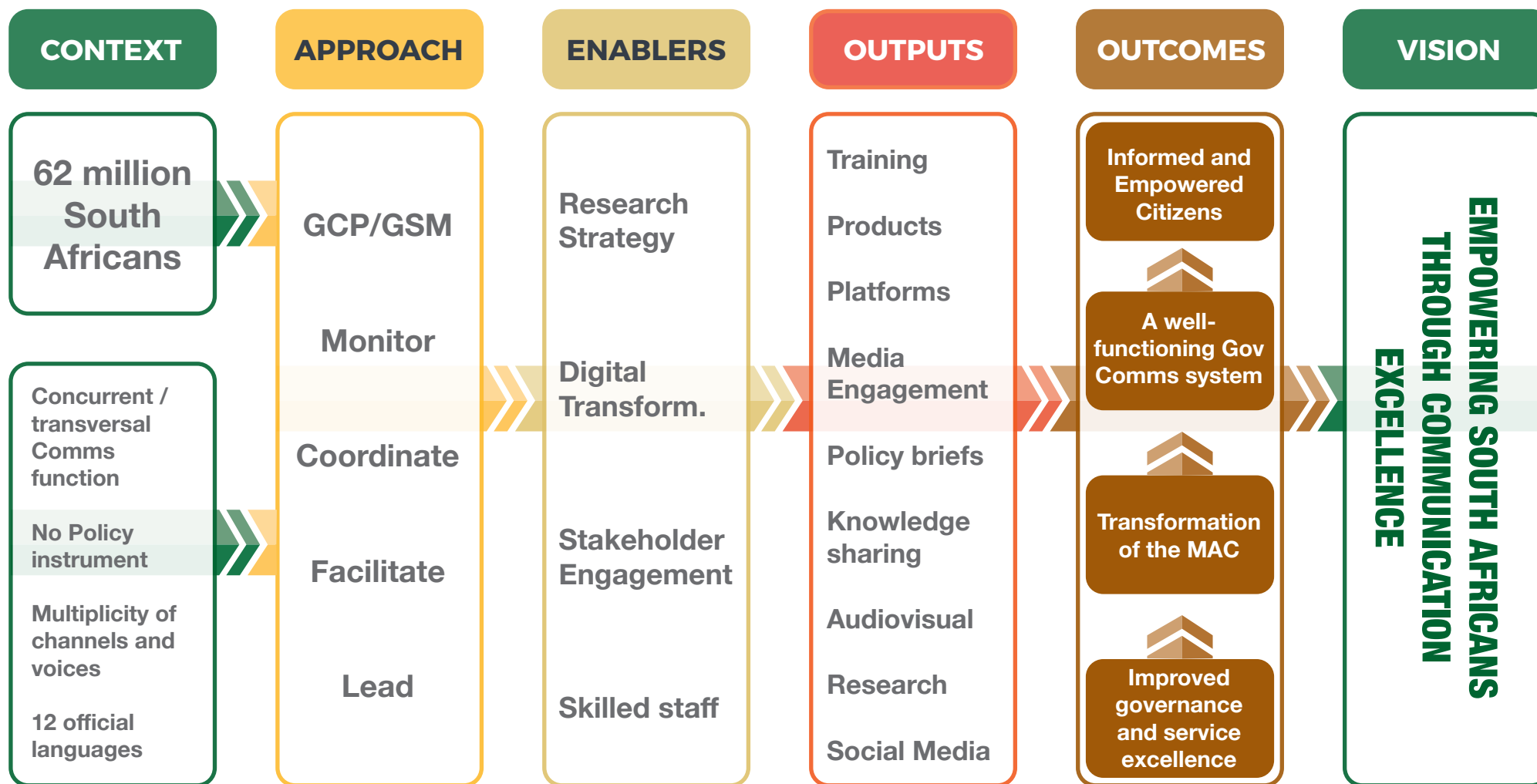


Diagram 3: Theory of Change.



The GCIS Theory of Change recognises the lack of a legislative framework for government communications. This situation is compounded by the fact that the communication function is transversal with each sphere of government holding responsibility for communication. Equally each department has to ensure communication at the organisational level.

As an approach the GCIS uses the GCP and its monitoring to coordinate, facilitate and lead the government communication system. The GCIS uses its Research Strategy, Digital Transformation Strategy, Stakeholder Engagement Strategy and ensuring that its staff is continuously upskilled in communication practice skills to remain relevant. Collectively these enablers are used in delivering the department's outputs that enable the realisation of the departmental outcomes and ultimately the vision of:

“ Empowering South Africans through communication excellence ” .

#### **MTDP 2024-2029 OUTCOMES LINKED TO DEPARTMENTAL OUTCOMES**

The work of the GCIS responds to the following priorities of the MTDP:

- Drive inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living; and
- Build a capable, ethical and developmental state.

This is through the following departmental outcomes:

- Informed and empowered citizens;
- A well-functioning government communication system;
- Transformed mainstream print and digital media, advertising and community media; and
- Improved governance and service excellence.

The MTDP provides for the three government priorities and the work of the GCIS will be aligned with their communication. Through the 2025-2030 NCSF, the GCIS will assist government by directing the course of communication to advance MTDP key priorities over the Seventh Administration.

The NCSF will inform departmental communication strategies to influence service delivery and implementation of priorities. Through the implementation of the NSCF there is strategic coordination of the government communication system and effective allocation of resources to drive communications in support of the MTDP priorities.

In support of a better Africa and a better world, the GCIS will in addition to these priorities actively communicate and promote international relations and programmes such as South Africa's chairing of the G20 with effect from December 2024 and the hosting of the G20 Summit in November 2025.



## 8.1 DEPARTMENTAL PROGRAMMES

### 8.1.1 Programme 1: Administration

<b>Programme purpose</b>	Provide strategic leadership, management and support services to the department.
<b>Outcome</b>	Improved governance and service excellence.

The programme's functions are organised into the following five subprogrammes:

- **S&OP** develops and implements strategic management processes, procedures and systems in compliance with relevant legislation. These include coordinating the development and implementation of the department's strategic and APPs, performance monitoring and reporting. The chief directorate also exercises Entity Oversight by monitoring the implementation of policies by state-owned enterprises (SOEs), and provides guidance on their compliance and governance matters.
- **HC&CS** provides strategic leadership in the implementation of the department's HR management strategy, and manages the provision of security and facilities management.
- **OGITO** establishes and supports IM&T systems in the GCIS.
- **CFO** provides the department with overall financial and supply chain and facility management services, and guides management in complying with legislative requirements, budget planning and administration.

Supporting units:

- **Internal Audit** improves governance, risk management and control processes.
- **Internal Communication** provides communication services internally to the organisation on government programmes, opportunities and general matters promoting good corporate governance.
- **Legal Services** provides effective and efficient legal services to the department to ensure that the interests of the department are protected against any legal risk. The department considers legal compliance as a matter of good corporate governance and ethical behaviour.
- **Risk and Integrity Management** manages risk and integrity, implementation of fraud and anti-corruption strategies as well as business continuity.



## Programme 1: Administration

### Subprogramme: Human Capital and Corporate Support

#### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
Improved governance and service excellence	Employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	New indicator	New indicator	New indicator	New indicator	20% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	25% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	30% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce
	SMS members developed in leadership competencies	Percentage of SMS members enrolled on the Executive Management Development /Leadership Programme	New indicator	New indicator	10% of SMS members enrolled on the Executive Management Development /Leadership Programme	5% of SMS members enrolled on the Executive Management Development /Leadership Programme	5% of SMS members enrolled on the Executive Management Development/ Leadership Programme	5% of SMS members enrolled on the Executive Management Development/ Leadership Programme	5% of SMS members enrolled on the Executive Management Development/ Leadership Programme
	Developed MMS members in management capabilities	Percentage of MMS members enrolled on management development programmes (MDPs)	New indicator	New indicator	7% of MMS members enrolled on MDPs	5% of MMS members enrolled on MDPs	5% of MMS members enrolled on MDPs	5% of MMS members enrolled on MDPs	5% of MMS members enrolled on MDPs



## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	20% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	Approved Training Plan in line with the inputs received from chief directorates on digital, communication and coordination skills to ensure a skilled and capable workforce	5% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	10% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce	20% of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce
Percentage of SMS members enrolled on the Executive Management Development/Leadership Programme	5% of SMS members enrolled on the Executive Management Development/Leadership Programme	Develop an Executive Management Development/Leadership Programme Plan	Executive Management Development/Leadership Programme Plan approved	No target	5% of SMS members enrolled on the Executive Management Development/Leadership Programme
Percentage of MMS members enrolled on MDPs	5% of MMS members enrolled on MDPs	Develop a Management Advancement Plan (MAP) and Programme	MAP and Programme approved	No target	5% of MMS members enrolled on MDPs

## Subprogramme: Government Information Technology Officer

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
Improved governance and service excellence	ICT solutions scoped or deployed for improved communication responsiveness and interaction	Number of ICT solutions scoped or deployed for improved communication responsiveness and interaction	New indicator	New indicator	New indicator	New indicator	Six (6) ICT solutions scoped or deployed (Government Content Hub, Stakeholder Engagement System, e-Recruitment, Analytical tools)	Four (4) ICT solutions deployed	Five (5) ICT solutions deployed

### Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of ICT solutions scoped or deployed for improved communication responsiveness and interaction	Six (6) ICT solutions scoped or deployed (Government Content Hub, Stakeholder Engagement System, e-Recruitment, analytical tools)	Two (2) ICT solutions scoped or deployed for improved communication responsiveness and interaction (Stakeholder Management System deployed and analytical tool scoped)	One (1) ICT solution scoped or deployed for improved communication responsiveness and interaction (deployed analytical tool)	One (1) ICT solution scoped or deployed for improved communication responsiveness and interaction (e-Recruitment scoped)	Two (2) ICT solutions scoped or deployed for improved communication responsiveness and interaction e-Recruitment deployed and Government Content Hub scoped)

## Subprogramme: Chief Financial Officer

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
Improved governance and service excellence	Operational budget spent on designated groups and/or locations	Percentage of operational budget spent on designated groups and/or locations	New indicator	New indicator	31% budget spent on designated groups and/or locations	25% budget spent on designated groups and/or locations	25% operational budget spent on designated groups and/or locations	28% operational budget spent on designated groups and/or locations	31% operational budget spent on designated groups and/or locations

### Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of operational budget spent on designated groups and/or locations	25% operational budget spent on designated groups and/or locations	5% operational budget spent on designated groups and/or locations	10% operational budget spent on designated groups and/or locations	20% operational budget spent on designated groups and/or locations	25% operational budget spent on designated groups and/or locations

## Explanation of planned performance over the medium-term period.

### Human Capital and Corporate Support

Based on the Skills Audit conducted, the GCIS will develop a Workplace Skills Plan/Training Plan annually. Employees will undergo training to enhance their communication and digital skills. This proactive step is expected to equip the communication workforce with Skills of the Future to be able to adapt to the changing landscape of technology and communication trends.

Upskilling of staff will focus on addressing skills gaps identified during the Skills Audit and confirmed during the process to place employees on the approved Organisational Structure. GCIS staff will be upskilled and reskilled in alignment with the GCIS Digital Transformation Strategy core functions of the department such as Digital Streaming; Podcasting; Film Production; Screen Writing; Copywriting; Content Production;

Video Editing; Digital Story Telling using a Mobile Device; Digital Media Production Using a Vlogging Kit; Digital Photography; Radio Production; Digital Literacy; Microsoft Digital Literacy; Creative and Social Media Writing. Career pathing and progression will also feature prominently in revitalising staff morale, and creating a work environment that rewards excellence and innovation.

Furthermore, SMS and MMS members will be enrolled on Executive Management Development

and Advanced MDPs respectively. The annual allocation of the 1% training budget will enable the department to achieve the target over the MTEF period. The organisation will also focus on recognising and rewarding talented and committed individuals who live the GCIS values in line with the GCIS's Integrated Rewards and Recognition Model.

In support of the MTDP 2024-2029, the Branch: Corporate Services will focus on the strategic priority relating to building a capable, ethical and developmental state. Through the training budget, the branch will prioritise training on core functions, Fourth Industrial Revolution, ethics and integrity management, and development communication to ensure a capable GCIS workforce. Internal controls have been enhanced to recruit and retain a suitably qualified, capable and skilled workforce, and to maintain the vacancy rate below 10% as prescribed by the DPSA.

### Government Information Technology Officer

The implementation of the digital transformation projects is underway. The OGITO will be focusing on core business needs, specifically on the digitisation of various media formats such as video and audio so that the content can be stored, searchable and shareable, as well as accessible internally and externally. The digital strategy will be reviewed as and when needed to measure the GCIS's digital maturity and identify new digital transformation business needs.

Service-level agreements will be monitored and maintained with the SITA to ensure the availability of the GCIS network infrastructure, systems and website services. The current network and internet bandwidth will be monitored and where required,

upgraded to accommodate the growing demand.

Migration to Cloud services will continue to ensure high availability of critical services. The OGITO will continue to deploy key security features and applications from the current Microsoft E3 licensing model. Aged IT infrastructure will continue to be refreshed over the MTEF period to reduce the risks of infrastructure failure and cybersecurity threats.

Implementation of digital transformation allows for automation of GCIS business processes, and the integration of various communication channels such as real-time communication, social media, email and messaging applications.

This multichannel approach enables more effective outreach and engagement with audiences. The deployment of advanced digital tools as part of the digital journey will provide access to advanced analytics, helping communication teams track engagement metrics, understand audience behaviour and measure the impact of their campaigns.

Full implementation of the digital strategy will result in enhanced customer experience, secured and robust IT infrastructure, improved decision-making, improved data security measures and increased collaboration. The focus for technology solutions for 2025/26 will be as follows:

- Government Content Hub: The government content hub will provide a central location for digital government materials, accessed both internally and externally, and it will provide users with the capability to search by keywords or filter by topic.

Business Analytical tools: Intelligence business tools will enable core business to analyse and understand the context behind social media posts, reviews and feedback, and gain insight into public perception, identify emerging trends, improve citizen/public relationship and experience, as well as craft more targeted campaigns that resonate with citizens and drive growth.

The deployment of Power BI tool will assist in big data analysis on GCIS's big projects to ensure visibility, collaboration and improved decision-making.

- Stakeholder Engagement Management System (SEMS): Extend Ward Information Management System (WIMS) as SEMS to take care of activities/records performed by PLL, Rapid Response, Media Engagement, Special projects and Stakeholder engagement according to their APP and Annual Operational Plan.
- e-Recruitment System: The e-Recruitment system will automate various stages of recruitment process, reducing time and effort

required to advertise jobs, screen curricula vitae, shortlist candidates and schedule interviews.

#### Office of the CFO

Following the 2024 Adjusted Estimates of National Expenditure process, the department's budget was increased by R20,595 million from an initial allocation of R740.178 million to R760.773 million. The baseline increase of R20,595 million is as a result of an R8.590 million allocation for the G20 communication activities, R11.875 million revenue collected from rental of office space and R130 000 from *Vuk'uzenzele's* self-financing.

The medium-term expenditure estimate for the 2025 MTEF period is R768.574 million for 2025/26, R802.785 million for 2026/27 and R839.089 million for 2027/28. Spending over the medium term on the economic classification of expenditure remains consistent annually.

The figures are Compensation of Employees (CoE) at 40%, Goods and Services at 28%; Capital Assets at 1% and Transfer Payments to Public Entities at 31% per year. Given the uncertainty of the country's economic growth, it is envisaged that the budget growth trends will not improve during the 2025/26 financial year and the department has implemented measures to avoid unauthorised expenditure.

The baseline budget allocation of the GCIS is constantly under pressure owing to budget reductions that were made from the department's baseline allocations over a period. These include the historic split from the Department of Communications split, National Treasury's measures implemented to manage the wage bill and debt-servicing costs of the State as well as requests that may arise for unforeseen communication tasks.

Over the years, the GCIS's budget growth has been below the Consumer Price Index, except for the 2020/21 financial year. This negative budget growth could potentially lead to significant adverse consequences compromising operations, low staff morale, stagnant innovation and diminished competitive edge.

The persistent under-allocation of resources (both financial and human capital) to the GCIS threatens the department's operations and existence. This renders it ineffective and unable to achieve its targets, increasing the risk of an ineffective government-wide communication system. While the notion of doing more with less may have been the proposition a few years back, this no longer holds true.

To fully implement the approved Organisational Structure, the GCIS requires about R121.248 million over the 2025 MTEF period and beyond. The CoE's approved baseline allocation and ceiling over the 2025 MTEF amounts to R308.313 million in 2025/26,



R321.571 million in 2026/27 and R336.112 million in 2027/28.

This makes it critical to ensure quality spending and efficient resource allocation to meet the priorities set by the department. It is important to strengthen compliance on financial and supply chain management (SCM) laws and regulations for prudent and cost-effective application of resources. The resourcing and structure of the Chief Directorate: CFO will be reviewed as part of the Organisational Functionality Assessment exercise to ensure effective and sustainable support to core functions.

Although the GCIS budget allocation is shrinking over the period, the department is committed to

sourcing its goods and services from designated groups comprising women, youth, PWD, exempt micro enterprises, qualifying small enterprises, and companies in township and rural areas. The GCIS Procurement Plan and SCM Policy support this government-wide effort on economic transformation.

Targets are set for procurement from these designated groups. Although the target seems stagnant for the 2025/26 financial year, the indicator was changed to percentage operational budget spend on designated groups and/or location.

The targeting is because the procurement policy does not allow for discrimination and the award of quotation and tenders, and advocates for award of quotations and tenders to highest scoring bidders.

The department prides itself on compliance and recognises the importance of payment of invoices timeously in contributing to the sustainability and growth of SMMEs. In this regard, the department has maintained an overall payment rate of over 95%.

In support of the community media, and language services, the Office of the CFO will facilitate the appointment of a panel of service providers for community media, and translation services. To attract and retain media buying clients, the Office of the CFO will support CSA through communication with relevant CFOs and advocate for the usage of Signing Hub to fast-track approval processes.

## Programme Resource Consideration

### Expenditure estimates

Programme 1: Administration							
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Departmental Management	8 887	11 734	9 882	13 078	13 214	13 786	14 408
Corporate Services	75 894	68 806	76 285	90 971	83 908	87 088	91 016
Financial Administration	23 482	22 357	22 571	23 708	26 714	27 645	28 889
Internal Audit	10 440	10 243	9 888	11 463	11 923	12 398	12 957
Office Accommodation	70 779	75 345	81 035	88 195	74 741	76 988	80 471
<b>TOTAL</b>	<b>189 482</b>	<b>188 485</b>	<b>199 661</b>	<b>227 415</b>	<b>210 500</b>	<b>217 905</b>	<b>227 741</b>

Economic classification							
<b>Current payments</b>	<b>187 296</b>	<b>186 435</b>	<b>195 220</b>	<b>221 658</b>	<b>209 098</b>	<b>216 625</b>	<b>226 575</b>
<b>Compensation of employees</b>	<b>80 424</b>	<b>78 779</b>	<b>76 005</b>	<b>84 727</b>	<b>87 773</b>	<b>91 588</b>	<b>95 710</b>
<b>Goods and services</b>	<b>106 872</b>	<b>107 656</b>	<b>119 215</b>	<b>136 931</b>	<b>121 325</b>	<b>125 037</b>	<b>130 865</b>
of which:							
Audit costs: External	3 171	2 787	2 679	3 366	3 151	2 997	3 000
Communication	1 659	1 606	1 753	2 216	1 455	1 468	1 487
Computer services	15 273	13 570	18 179	22 397	23 760	25 195	25 523
Legal services	74	137	2 665	1 746	1 360	1 416	1 420
Contractors	650	428	664	743	588	620	722
Fleet services	326	341	330	340	70	61	61
Consumables: Stationery, printing and office supplies	781	1 044	489	635	813	788	786
Operating leases	65 405	70 187	74 734	82 113	69 383	71 514	74 692
Property payments	12 613	12 594	13 071	14 171	13 090	13 308	13 839
Travel and subsistence	1 099	2 083	2 353	3 206	2 978	3 268	3 552
Training and development	2 211	863	686	2 953	825	684	732
<b>Transfers and subsidies</b>	<b>702</b>	<b>1 010</b>	<b>119</b>	<b>629</b>	<b>306</b>	<b>216</b>	<b>226</b>
Public corporations and private enterprises	36	40	36	42	44	46	48
Households	666	970	83	587	262	170	178
<b>Payments for capital assets</b>	<b>1 484</b>	<b>1 021</b>	<b>4 322</b>	<b>5 128</b>	<b>1 096</b>	<b>1 064</b>	<b>940</b>
Buildings and other fixed structures	26	-	-	-	-	-	-
Machinery and equipment	1 458	1 021	4 322	5 128	1 096	1 064	940
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>189 482</b>	<b>188 485</b>	<b>199 661</b>	<b>227 415</b>	<b>210 500</b>	<b>217 905</b>	<b>227 741</b>

### 8.1.2 Programme 2: Content Processing and Dissemination

<b>Programme purpose</b>	Provide strategic leadership in government communication to ensure coherence, coordination, consistency, quality, impact and responsiveness of government communication.
<b>Outcomes</b>	2.1 Informed and empowered citizens. 2.2 Transformed mainstream print and digital media, advertising and community media.

The programme's functions are organised into the following five subprogrammes:

- **Products and Platforms** develops content for the public, news organisations and other stakeholders. Funding for the subprogramme will be used for writing assignments; digital content creation; language services for products that require editing, proofreading and translation; managing GCIS websites and social media accounts; and producing government publications. Products and Platforms also provides leadership on digital media to other government departments.
- **RAKS** conducts research through independent service providers to assess how government should address the public's information needs. A knowledge base is developed and maintained for easy reference. The subprogramme also monitors media coverage of issues affecting government and the country. It further provides an analysis on how the media interprets government policies and programmes; monitors and evaluates communication in government and assesses public perceptions in relation to government performance.
- **CSA** provides media bulk-buying services and media production services to government. It also develops distribution strategies for all government communications and oversees distribution services outsourced to service providers. The subprogramme manages national government's Corporate Identity. It further provides marketing and distribution services for the GCIS and other government departments.
- **PDA&MM** conducts research and develops print media, new media and communication policies. The chief directorate continues to render secretariat support services to the MAC B-BBEE Sector Charter Council as part of

transformation in the sector through the provision of the Annual Monitoring Report or Annual Transformation Report, which is tabled before the Minister in The Presidency, **the dtic**, B-BBEE Commission and the Presidential B-BBEE Advisory Council.

In addition, the chief directorate is responsible for development of the White Paper Policy to modernise government-wide communication system. The White Paper Policy aims to ensure that government communications in all spheres is mandatory, binding and enforceable to give effect to the country's constitutional obligation towards the empowerment of its citizens through information. In addition, the chief directorate renders strategic oversight and support to Brand SA and MDDA to improve the capacity of the entities to deliver on its mandate, including facilitating Board appointments.

Finally, the chief directorate is responsible for the development and implementation of community media policies, laws (MDDA Amendment Bill) and strategies to promote community media as part of ensuring business enhancement and industrialisation.

## Subprogramme: Products and Platforms

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
Informed and empowered citizens	Increase audience reach	Increased audience reach across GCIS digital platforms (websites and social media platforms)	New indicator	New indicator	138 million screens reached on GCIS-managed social media platforms	180 million screens reached on GCIS-managed social media platforms	200 million audience reach across GCIS digital platforms (websites and social media platforms)	320 million audience reach across GCIS digital platforms (websites and social media platforms)	420 million audience reach across GCIS digital platforms (websites and social media platforms)
	Improved response rate to citizen queries directed to the GCIS	Percentage response rate to citizen queries directed to the GCIS	New indicator	New indicator	New indicator	New indicator	50% response rate on piloted platform	80% response rate on one (1) GCIS-managed platform	80% response rate on two GCIS-managed platforms
	Integrated platform strategy	Number of integrated platform strategies for GCIS-managed platforms developed	New indicator	New indicator	New indicator	New indicator	One (1) integrated platform strategy for GCIS-managed platforms developed	-	-
	Growth in reads on SAnews stories	Percentage growth in the number of reads on SAnews stories	New indicator	New indicator	New indicator	New indicator	5% growth in number of reads on SAnews stories	7% growth in number of reads on SAnews stories	8.5% growth in number of reads on SAnews stories

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
	Growth in number of users of <i>Vuk'uzenzele</i> platforms	Number of users of <i>Vuk'uzenzele</i> platforms	New indicator	New indicator	New indicator	New indicator	1.2 million users of <i>Vuk'uzenzele</i> platforms	1.4 million users of <i>Vuk'uzenzele</i> platforms	1.6 million users of <i>Vuk'uzenzele</i> platforms
	Full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Number of editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	New indicator	New indicator	New indicator	New indicator	Four (4) full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Eight (8) full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	12 full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English

#### Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Increased audience reach across GCIS digital platforms (websites and social media platforms)	200 million audience reach across GCIS digital platforms (websites and social media platforms)	50 million audience reach across digital platforms (websites and social media platforms)	100 million audience reach across digital platforms (websites and social media platforms)	150 million audience reach across digital platforms (websites and social media platforms)	200 million audience reach across digital platforms (websites and social media platforms)
Percentage response rate to citizen queries directed to the GCIS	50% response rate on piloted platforms	No target	10% response rate on piloted platforms	25% response rate on piloted platforms	50% response rate on piloted platforms
Number of integrated platform strategies for GCIS-managed platforms developed	One (1) integrated platform strategy for GCIS-managed platforms developed	No target	No target	No target	One (1) integrated platform strategy for GCIS-managed platforms developed



Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage growth in the number of reads on SAnews stories	5% growth in number of reads on SAnews stories	1.25% growth in number of reads on SAnews stories	2.5% growth in number of reads on SAnews stories	3.75% growth in number of reads on SAnews stories	5% growth in number of reads on SAnews stories
Number of users of <i>Vuk'uzenzele</i> platforms	1.2 million users of <i>Vuk'uzenzele</i> platforms	300 000 users of <i>Vuk'uzenzele</i> platforms	600 000 users of <i>Vuk'uzenzele</i> platforms	900 000 users of <i>Vuk'uzenzele</i> platforms	1.2 million users of <i>Vuk'uzenzele</i> platforms
Number of editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	Four (4) full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	One (1) edition of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	One (1) edition of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	One (1) edition <sup>1</sup> of <i>Vuk'uzenzele</i> newspaper published in any official language other than English	One (1) edition of <i>Vuk'uzenzele</i> newspaper published in any official language other than English

## Subprogramme: Research Analysis and Knowledge Services

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
Informed and empowered citizens	Self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	New indicator	New indicator	183 self-initiated opinion pieces produced and published	100% of self-initiated opinion pieces published	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment
	Communication Research Strategy to inform an evidence-based approach in communication planning	Number of research strategies developed to inform an evidence-based approach in communication planning	New indicator	New indicator	New indicator	New indicator	One (1) Research Strategy developed to inform an evidence-based approach in communication planning	-	-
	Government communication's compliance at the national level to qualitative elements in Phase 2 of the GCP	Percentage compliance of government communications at the national level to qualitative elements in the GCP (Phase 2)	Four (4) quarterly G-CET reports produced	Four (4) quarterly G-CET reports produced	Two (2) biannual G-CET reports produced	Two (2) biannual G-CET reports produced	20% compliance of government communications at national level to qualitative elements in the GCP (Phase 2)	25% alignment achieved by national departments	35% alignment achieved by national departments
	GCIS Quantitative Tracker survey to assess citizen satisfaction of government communication	Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	New indicator	New indicator	New indicator	New indicator	Two (2) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	Three (3) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	Four (4) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment	100% of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment
Percentage compliance of government communications at the national level to qualitative elements in the GCP (Phase 2)	20% compliance of government communications at national level to qualitative elements in the GCP (Phase 2)	20% compliance of government communications at national level to qualitative elements in the GCP (Phase 2)	No target	20% compliance of government communications at national level to qualitative elements in the GCP (Phase 2)	No target
Number of research strategies developed to inform an evidence-based approach in communication planning	One (1) Research Strategy developed to inform an evidence-based approach in communication planning	Research Strategy scoped	Draft Research Strategy developed	Research Strategy developed and approved	No target
Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	Two (2) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	No target	First wave of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication	No target	Second wave of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication

## Subprogramme: Communication Service Agency

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
Informed and empowered citizens	Brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	Percentage implementation of brand awareness and repositioning (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives	New indicator	New indicator	New indicator	New indicator	30% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	35% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	35% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives
	Hours broadcast on GoZA TV	Number of hours of content broadcast per week on GoZA TV	New indicator	New indicator	Over-the-top (OTT) platform launched	Six (6) hours per week of content uploaded and/or broadcast on the government service delivery OTT platform	72 hours of content broadcast per week on GoZA TV	72 hours of content broadcast per week on GoZA TV	72 hours of content broadcast per week on GoZA TV
	People reached through central government campaigns amplifying MTDP 2024-2029 priorities	Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities	New indicator	New indicator	17 national government campaigns implemented by the GCIS reached 42 010 843 people	15 million people reached on national government campaigns implemented	20 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	23 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	25 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities



Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
	Development and approval of the Government Media Buying Policy	Government Media Buying Policy developed and approved	New indicator	New indicator	New indicator	New indicator	One (1) Government Media Buying Policy developed and approved	5% growth in clients' billing	7% growth in clients' billing
	Advertising spend on community media by the GCIS and media-buying clients	Percentage increase of advertising spend on community media by the GCIS and media-buying clients	New indicator	New indicator	New indicator	New indicator	5% increase of advertising spend on community media by the GCIS and media-buying clients	5% increase of advertising spend on community media by the GCIS and media-buying clients	5% increase of advertising spend on community media by the GCIS and media-buying clients
	Number of audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	Number of audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	New indicator	New indicator	486 audiovisual content products (photography /video) developed to profile national events, government programmes and The Presidency on various platforms	100 audiovisual content products (photography/video) developed to profile national events, government programmes and The Presidency on various platforms	2 200 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	2 300 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	2 400 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage implementation of brand awareness and repositioning (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives	30% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	10% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	15% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	20% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives	30% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives
Number of hours of content broadcast per week on GoZA TV	72 hours of content broadcast per week on GoZA TV	72 hours of content broadcast per week on GoZA TV	72 hours of content broadcast per week on GoZA TV	72 hours of content broadcast per week on GoZA TV	72 hours of content broadcast per week on GoZA TV
Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities	20 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	Five (5) million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	10 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	15 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities	20 million people reached through central government campaigns amplifying MTDP 2024-2029 priorities
Government Media Buying Policy developed and approved	One (1) Government Media Buying Policy developed and approved	Consultations and engagement of the development by different stakeholders	Final draft to Minister in The Presidency	Minister's consultations and feedback input	Adoption and roll-out of the Government Media Buying Policy
Percentage increase of advertising spend on community media by the GCIS and media-buying clients	5% increase of advertising spend on community media by the GCIS and media-buying clients	5% increase of advertising spend on community media by the GCIS and media-buying clients	5% increase of advertising spend on community media by the GCIS and media-buying clients	5% increase of advertising spend on community media by the GCIS and media-buying clients	5% increase of advertising spend on community media by the GCIS and media-buying clients
Number of audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	2 200 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	550 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	550 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	550 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach	550 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach

## Subprogramme: Policy Development, Analysis and Market Modelling

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
Transformed mainstream print and digital media, advertising and community media	Annual Transformation Report	Number of Annual Transformation reports	New indicator	The MAC Charter Council conducted public consultations in all nine provinces on the revised Code. The Revised Code and the public consultation report were submitted to the Minister for approval on 31 March 2023.	Annual Transformation Report was developed, submitted to the Minister and published	Annual Transformation Report produced and submitted to the Minister by 31 March 2025	Annual Transformation Report compiled and submitted to the Minister by 31 March 2026	Annual Transformation Report compiled and submitted to the Minister by 31 March 2027	Appointment of new MAC Sector Council
Improved governance and service excellence	Policy alignment and support of government priorities assessment reports	Number of policy alignment and support of government priorities assessment reports submitted to the Executive Authority	New indicator	New indicator	Eight performance review and compliance monitoring reports submitted to the Minister	Eight (8) performance review and compliance monitoring reports compiled and submitted to the Executive Authority	Three (3) policy alignment and support of government priorities assessment reports	Three (3) policy alignment and support of government priorities assessment reports	Three (3) policy alignment and support of government priorities assessment reports

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Annual Transformation Report	Annual Transformation Report compiled and submitted to the Minister by 31 March 2026	Submit MAC Sector Charter Report to <b>the dtic's</b> B-BBEE Forum	MAC Charter Council consultation with industry on research and Code	MAC Charter Council Report submitted to <b>the dtic</b>	Annual Transformation Report compiled and submitted to the Minister by 31 March 2026
Number of policy alignment and support of government priorities assessment reports submitted to the Executive Authority	Three (3) policy alignment and support of government priorities assessment reports	One (1) policy alignment and support of government priorities assessment reports	One (1) policy alignment and support of government priorities assessment reports	No target	One (1) policy alignment and support of government priorities assessment reports

### Explanation of planned performance over the medium-term period

#### Products and Platforms

During this period, the Chief Directorate: Products and Platforms will develop and distribute content aimed at improving the quality of life of South Africans. The department aims to keep citizens informed and empowered through activities including writing assignments; language services for products that require translation, editing and proofreading content; managing websites and GCIS-managed digital media platforms and the innovating in the production of government products and platforms.

The chief directorate will focus content on key government campaigns, to increase public awareness of government's efforts to build the economy, stem the tide of corruption and respond

to GBVF, amongst others. Articles will also focus on creating civic awareness on the work of the GNU and foster active citizenship.

The South African Government News Agency (SAnews) will, over the medium term, continue to write stories, feature articles and opinion pieces informing the public and media at large of government programmes and priorities, and the implementation thereof, via coverage of the latter on the website: [www.sanews.gov.za](http://www.sanews.gov.za) and SAnews social media platforms.

The work of the GNU – particularly as it pertains to inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical and developmental State – will be given priority. South Africa's role in various international fora, such as the G20 and BRICS+, will also be given prominence in SAnews coverage.

While publishing five days a week, SAnews also provides coverage on weekends for major events and briefings, especially relating to the President, Family Meetings and important deaths – which are all seen as coverage that cannot be missed on a weekend by a news agency.

The online fortnightly *Vuk'uzenzele* newspaper ([www.vukuzenzele.gov.za](http://www.vukuzenzele.gov.za)) seeks to communicate government programmes and policies to Rooted Realists (segment 1), City Seekers (segment 2), Metro Mobiles (segment 4) and a smaller proportion to Safely Suburban (segment 3). All these segments are communities residing in rural and peri-urban areas. The digital newspaper is also shared via emails and *Vuk'uzenzele* social media platform (such as X, TikTok, YouTube, WhatsApp and Facebook) to reach a broader audience. The newspaper is full of inspiring articles, opinion pieces, news and advice on socio-economic opportunities created by government.



The Braille version of *Vuk'uzenzele* newspaper, which aims to ensure that vision-impaired members of our population are also informed, will continue to be printed. The directorate also publishes an online PSM magazine aimed at public sector decision-makers. This monthly publication features stories of trailblazers as well as conversations with various leaders in government departments, SOEs and agencies with the aim to inspire and motivate civil servants.

The Directorate: Editorial and Language Services will provide rewriting, editing, proofreading and translation services for the GCIS. It will also provide editorial support to The Presidency by editing and proofreading the National Orders profiles. The department will continue to provide multilingual translations in fulfilment of the constitutional obligation and requirements of the UOLA of 2012. It will also infuse the use of the new official SASL in some, if not all, of the department's communication campaigns.

Digital media, now proven to have a substantial penetration, continues to expand rapidly and has become a key part of our daily lives. With the rise of advanced AI-powered tools, interactive media and mobile access, it is evolving how we connect, communicate and consume information. The Directorate: Digital Media has been tasked with



increasing the reach of all GCIS social media platforms as well as the websites ([www.gcis.gov.za](http://www.gcis.gov.za) and [www.gov.za](http://www.gov.za)) to engage South Africans more effectively.

The directorate will continue to strengthen its digital presence, leveraging newer technologies like AI-driven chat support, accessibility improvements and optimised mobile platforms. These advancements provide citizens with

even greater ease of access to government information and services. However, the digital divide remains a challenge. Despite the growth in digital media, over 27 million South Africans belong to the “Rooted Realists” group, residing primarily in rural areas with limited internet infrastructure. The digital gap in our nation cannot be disregarded, thus creative and effective marketing of our digital platforms and improved access through data-free environments and the use of Unstructured Supplementary Service Data will be a focus in the short term.

### Research Analysis and Knowledge Services

The chief directorate, through the Communication Resource Centre (CRC), will produce self-initiated opinion pieces to increase government's share of voice on topical issues in the environment. All self-initiated opinion pieces will be published in various media platforms. Over the period, the CRC will continue to monitor national and international print, broadcast and online media coverage relating to South Africa, in particular the programmes, policies

and key priorities of government daily. This forms the backbone to produce extensive media coverage reports, which are also compiled daily. Media monitoring will be supported through the “Print Headline News” which captured the main stories of the day and early morning WhatsApp news highlights to recipients aware of breaking and developing stories in the media environment.

The chief directorate will also use the G-CET to report on compliance to qualitative elements in the GCP at national level, and compliance to norms and standards at provincial and local spheres of government. Two biannual reports targeting 20% compliance will be produced. For the first time in the 2025/26 financial year, the use of the GSM, social media engagements and the use of languages will be measured. The chief directorate will also use the G-CET to report on whether government communication is aligned with the GCP. This phase will incorporate data from provincial communications.

A Research Strategy will be developed in 2025/26 and will be effective from 2026 to 2029. The strategy will provide a clear roadmap to ensure that the research outputs are indicators as outlined in the Strategic Plan and APP are met. In addition, the research strategy will ensure that the research is conducted systematically, which will enhance the quality and reliability of the results.



Finally, the strategy will encourage the use of research findings periodically to inform and/or improve the government communication plan at different points during the Seventh Administration. In addition, to the Research Strategy, the Research Services unit will conduct two quantitative Tracker surveys to assess citizen satisfaction of government communication. Over the medium term, a series of research studies will be undertaken to assess the performance of selected GCIS products, platforms and campaigns.

### Communication Service Agency

The CSA is a key enabler in the delivery and management of government communications across multiple platforms. It provides critical media bulk-buying services that help the government secure cost-effective media space for its campaigns. By leveraging its buying power, the CSA ensures that government messages are placed in the most strategic and high-impact media outlets, including TV, radio, print and digital media, while maintaining adherence to budgetary constraints.

One of the CSA's core responsibilities is managing national government's Corporate Identity. This includes ensuring that all government departments adhere to a consistent visual framework by maintaining a unified Corporate Identity.

Furthermore, the CSA provides and coordinates events marketing campaigns under the theme: "We are GCIS" initiative. It aims to raise awareness of the GCIS brand, its services, and its role in communicating

government policies and programmes to the public. This campaign forms part of the CSA's work in elevating the department's profile, mandate and ensuring that its communication campaigns are recognised and trusted by citizens.

The CSA also provides media production services, creating high-quality content such as video production, photography, radio and graphic design to support The Presidency and various government departments in communicating their messages. This content is critical for communicating complex government policies, national events and key messages to the public in a format that is easily understood and accessible.

The CSA is committed to enhancing awareness of GCIS services through a comprehensive strategy involving 20 targeted marketing initiatives. This includes organising government exhibitions that seamlessly integrate services for citizens and consistently uploading six hours of content each week on the Government OTT Platform (GoZA TV).

The CSA aims to reach 15 million individuals through central government campaigns and produce audiovisual content that highlights national events, government programmes and The Presidency across various platforms to maximise outreach. Additionally, the agency will fulfil 75% of requests for graphic designs and radio products while also hosting community media workshops to foster engagement and understanding among citizens.

### Policy Development, Analysis and Market Modelling

As a politically stable country since the advent of democracy in 1994, South Africa is regarded as being

fully aligned with the United Nations (UN) international conventions and an integral part of the international community. South Africa's foreign policy earns the country a good reputation globally. The involvement of the country in BRICS+, Chairship of the G20; South Africa's lead and intervention in the Southern African Development Community (SADC) region and in the AU presents opportunities for the country not only in soft diplomacy, economic diplomacy as well as socio-economic relation and among South-South countries but also holds the potential of growth in the Nation Brand headed by Brand SA.

The capture of a sizeable percentage of this market for South Africa may lead to significant increases in all elements of the Nation Brand and can contribute to the country's gross domestic product.

The Tourism Act, 2014 (Act 3 of 2014) provides for the promotion of tourism to and within South Africa, which is implemented by Tourism South Africa, while Brand SA must manage the country's international perception and reputation for investment, exports, people, culture and tourism.

Among the tools for oversight relating to Brand SA would include:

- the *White Paper on the Development and Promotion of Tourism in South Africa* (Tourism White Paper of 1996) which provides a framework and guidelines for the development and promotion of tourism in South Africa.
- Co-production treaties of the Department of Sport, Arts and Culture.
- the **dtic's** policies, investment incentive strategies and trade agreements that promote South Africa as an attractive location for trade, tourism and investment.

Programme Resource Consideration  
Expenditure estimates

Programme 2: Content Processing and Dissemination							
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Programme Management for Content Processing and Dissemination	2 562	4 229	4 167	2 794	3 101	3 038	3 383
RAKS	35 808	39 625	38 521	36 685	39 078	40 938	42 946
Products and Platforms	49 338	44 747	43 209	36 757	46 008	47 843	49 658
CSA	100 467	53 803	68 418	85 167	88 443	70 166	72 980
PDA&MM	5 516	8 177	6 239	6 670	5 196	5 421	5 664
Brand SA	213 352	218 122	214 392	188 716	229 072	219 482	229 407
MDDA	33 026	36 822	36 173	38 568	40 296	42 142	44 048
<b>TOTAL</b>	<b>440 069</b>	<b>405 525</b>	<b>411 119</b>	<b>393 357</b>	<b>451 194</b>	<b>429 030</b>	<b>448 086</b>
Economic classification							
Current payments	192 095	147 425	159 029	165 328	179 923	165 446	172 611
Compensation of employees	97 727	98 933	96 851	92 812	96 651	103 257	107 581
Goods and services	94 368	48 492	62 178	72 516	83 272	62 189	65 030
of which:							
Advertising	45 940	4 561	15 646	24 732	39 839	21 378	22 195
Communication	5 224	2 988	2 959	7 895	7 206	3 302	3 477
Computer services	2 242	3 140	2 710	6 542	4 240	3 995	3 844
Consultants: Business and advisory services	1 281	1 028	1 281	1 140	4 200	4 500	4 750
Contractors	823	914	499	12 668	6 986	7 273	7 862
Agency and support/outsourced services	3 585	7 785	6 113	5 300	8 000	8 435	8 825

Consumables: Stationery, printing and office supplies	369	274	402	985	224	237	253
Travel and subsistence	5 441	7 582	10 391	7 500	8 615	8 843	9 383
Operating payments	26 644	17 603	19 534	3 571	2 137	2 328	2 514
<b>Transfers and subsidies</b>	<b>246 753</b>	<b>255 119</b>	<b>251 050</b>	<b>225 709</b>	<b>269 368</b>	<b>261 624</b>	<b>273 455</b>
Departmental agencies and accounts	246 378	254 944	250 565	225 284	269 368	261 624	273 455
Households	375	175	485	425	-	-	-
<b>Payments for capital assets</b>	<b>1 213</b>	<b>2 928</b>	<b>1 010</b>	<b>2 320</b>	<b>1 903</b>	<b>1 960</b>	<b>2 020</b>
Machinery and equipment	1 213	2 544	1 010	2 320	1 903	1 960	2 020
Software and other intangible assets	-	384	-	-	-	-	-
<b>Payments for financial assets</b>	<b>8</b>	<b>53</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>440 069</b>	<b>405 525</b>	<b>411 119</b>	<b>393 357</b>	<b>451 194</b>	<b>429 030</b>	<b>448 086</b>

Details of selected transfers and subsidies							
Programme	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R million	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Economic classification item							
Departmental agencies and accounts	246 378	254 944	250 565	225 284	269 368	261 624	273 455
Departmental agencies (non-business entities)							
Current	246 378	254 944	250 565	225 284	269 368	261 624	273 455
Brand SA	213 352	218 122	214 392	186 716	229 072	219 482	229 407
MDDA	33 026	36 822	36 173	38 568	40 296	42 142	44 048



### 8.1.3 Programme 3: Intergovernmental Coordination and Stakeholder Management

<b>Programme purpose</b>	Implementation of development communication, through mediated and unmediated communication and sound stakeholder relations and partnerships.
<b>Outcomes</b>	3.1 Well-functioning government communication system.
	3.2 Informed and empowered citizens.

The programme's functions are organised into the following three subprogrammes:

- **Media Engagement** leads and drives interaction and communication between government and key stakeholders, particularly the media. Funding in this chief directorate will be used to ensure effective liaison between government and the media; both domestically and internationally.

The focus is on establishing, strengthening and maintaining relations with domestic and international media so that the work of government is covered in the media environment. Media Engagement coordinates a central communications platform to ensure alignment of government messaging and responses to issues in the media environment, both proactively and reactively to set the government agenda.

The chief directorate also ensures that the work of government is cascaded to members of Parliament (MPs), coordinates cross-cutting parliamentary questions and provides media support to Ministers and departments.

- **Cluster Communication** provides strategic communication, planning, coordination and leadership to clusters. It provides professional project management for cluster communication campaigns and coordinates the development of the integrated cluster communication plans annually.
- **PLL** ensures that the communication coordinating forums at provincial level are functional. The subprogramme implements outreach programmes to widen access of government programmes and policies to the public. The subprogramme is also responsible for promoting Thusong Service Centres to the public, as well as ensuring that government departments send different print products and materials to these centres. The subprogramme also coordinates the Izimbizo Programme of government in line with the DDM.





## Subprogramme: Media Engagement

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2026/27
Informed and empowered citizens	Strategic media engagements held to expand government messaging on Cabinet decisions	Percentage of strategic media engagements held to expand government messaging on Cabinet meetings	19 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	17 post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of post-Cabinet media briefings and/or statements issued after ordinary Cabinet meetings per year	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions
	Media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	32 engagements between government officials and senior journalists on government's Programme of Action (PoA) held	30 engagements between government officials and senior journalists on government's key programmes in the National Annual Strategic Plan (NASP) held	37 engagements between government officials and senior journalists on government's key programmes in the NASP held	100% of media briefings supported from requests received from government departments	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2026/27
A well-functioning government communication system	Communication interventions made by GCIS within 2 hours to manage governments' reputation	Percentage of communication interventions made by GCIS within 2 hours to manage governments' reputation	New indicator	New indicator	New indicator	New indicator	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation
	Communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	Percentage of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	New indicator	New indicator	New indicator	New indicator	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Percentage of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions	100% of strategic media engagements held to expand government messaging on Cabinet decisions
Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment	100% of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment
Percentage of communication interventions made by GCIS within 2 hours to manage governments' reputation	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation	100% of communication interventions made by GCIS within 2 hours to manage governments' reputation
Percentage of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response	70% of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response

## Subprogramme: Clusters Communication

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
A well-functioning government communication system	Approved annual IGCP	Number of approved annual IGCPs	New indicator	New indicator	New indicator	New indicator	One approved annual IGCP	One approved annual IGCP	One approved annual IGCP
	IGCP implementation plan	Number of progress reports on the implementation of the IGCP	New indicator	New indicator	New indicator	New indicator	Four (4) progress reports on the implementation of the IGCP	Four (4) progress reports on the implementation of the IGCP	Four (4) progress reports on the implementation of the IGCP
	Outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	Number of outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	New indicator	New indicator	New indicator	New indicator	Nine (9) outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	-	-
	Implement communication projects aligned with the NCSF/MTDP/SoNA priorities	Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	New indicator	20 projects implemented aligned with the NCSF/MTSF/SoNA priorities	20 projects implemented aligned with the NCSF/MTSF/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTSF/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
	Develop Cluster Communication programmes	Number of Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed
	Stakeholder Management Strategy	Approved Stakeholder Management Strategy	New indicator	New indicator	New indicator	New indicator	Approved Stakeholder Management Strategy	Stakeholder Management Strategy implemented	Stakeholder Management Strategy implemented
	Request/demand-driven communication training opportunities availed across the communication system	Number of request/demand-driven communication training opportunities availed across the communication system	20 communication training opportunities availed across the communication system	20 communication training opportunities availed across the communication system	25 communication training opportunities availed across the communication system	25 communication training opportunities availed across the communication system	25 request/demand-driven communication training opportunities availed across the communication system	30 request/demand-driven communication training opportunities availed across the communication system	30 request/demand-driven communication training opportunities availed across the communication system
	Proactive communication training opportunities availed across the communication system	Proactive communication training opportunities availed across the communication system					Eight (8) proactive communication training opportunities availed across the communication system	Nine (9) proactive communication training opportunities availed across the communication system	10 proactive communication training opportunities availed across the communication system



Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of approved annual IGCPs	One approved annual IGCP	Annual IGCP drafted	Annual IGCP consulted	Approved annual IGCP	No target
Number of progress reports on the implementation of the IGCP	Four (4) progress reports on the implementation of the IGCP	One (1) progress report on the implementation of the IGCP	One (1) progress report on the implementation of the IGCP	One (1) progress report on the implementation of the IGCP	One (1) progress report on the implementation of the IGCP
Number of outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	Nine (9) outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	Three (3) outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	Three (3) outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	Three (3) outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20	-
Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities	Five (5) communication projects implemented aligned with the NCSF/MTDP/SoNA priorities
Number of Cluster Communication programmes developed	Five (5) Cluster Communication programmes developed	No target	Five (5) Cluster Communication programmes developed and implemented	No target	No target
Approved Stakeholder Management Strategy	Approved Stakeholder Management Strategy	Stakeholder Management Strategy drafted	Stakeholder Management Strategy consulted	Approved Stakeholder Management strategy	No target
Number of proactive communication training opportunities availed across the communication system	Eight (8) proactive communication training opportunities availed across the communication system	Two (2) proactive communication training opportunities availed across the communication system.	Two (2) proactive communication training opportunities availed across the communication system.	Two (2) proactive communication training opportunities availed across the communication system.	Two (2) proactive communication training opportunities availed across the communication system.
Number of requests/demand-driven communication training opportunities availed across the communication system	25 requests/ demand-driven communication training opportunities availed across the communication system	Eight (8) requests/demand-driven communication training opportunities availed across the communication system	Eight (8) requests/demand-driven communication training opportunities availed across the communication system	Seven (7) requests/demand-driven communication training opportunities availed across the communication system	Two (2) requests/demand-driven communication training opportunities availed across the communication system

## Subprogramme: Provincial and Local Liaison

### Outcome, outputs, performance indicators and targets

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
A well-functioning government communication system	Coordination of strategic liaison services to enhance coherence and alignment in government communication at provincial and local levels	Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Produced four reports on support to the functioning of the government communication system (provincial and local level)	Four reports on support to the functioning of the government communication system produced (provincial and local level)	Four reports on support to the functioning of the government communication system produced (provincial and local level), including the DDM	Four reports on support to the functioning of the government communication system produced (provincial and local level), including the DDM	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels
	Development communication projects implemented aligned with the NCSF	Number of development communication projects implemented aligned with the NCSF	2 342 development communication projects implemented aligned with the NCSF	1 938 development communication projects implemented aligned with the NCSF	562 development communication projects implemented aligned with the NCSF	1 250 development communication projects implemented aligned with the NCSF	1 250 development communication projects implemented aligned with the NCSF	1 250 development communication projects implemented aligned with the NCSF	1 250 development communication projects implemented aligned with the NCSF
Informed and empowered citizens	Public education and awareness initiatives undertaken	Number of public education and awareness initiatives undertaken	New indicator	New indicator	New indicator	New indicator	228 public education awareness activities undertaken	228 public education awareness activities undertaken	228 public education awareness activities undertaken

Outcome	Output	Output Indicator	Audited/Actual Performance			Estimated Performance 2024/25	Medium-term targets		
			2021/22	2022/23	2023/24		Annual targets 2025/26	Annual targets 2026/27	Annual targets 2027/28
	Localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	New indicator	New indicator	New indicator	New indicator	45 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	54 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	63 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)
	Community and stakeholder liaison sessions/visits undertaken	Number of community and stakeholder liaison sessions/visits undertaken	1 718 community and stakeholder liaison sessions/visits undertaken	1 605 community and stakeholder liaison sessions/visits undertaken	1 420 community and stakeholder liaison sessions/visits undertaken	1 250 community and stakeholder engagement sessions/visits undertaken	1 250 community and stakeholder engagement sessions/visits undertaken	1 250 community and stakeholder engagement sessions/visits undertaken	1 250 community and stakeholder engagement sessions/visits undertaken
Transformed mainstream print and digital media, advertising and community media	Community media sustainability support initiatives undertaken	Number of community media sustainability support initiatives undertaken	New indicator	New indicator	New indicator	New indicator	Nine (9) media sustainability support initiatives undertaken	Nine (9) media sustainability support initiatives undertaken	Nine (9) media sustainability support initiatives undertaken

## Indicators, annual and quarterly targets

Output Indicator	Annual Target 2025/26	Quarterly targets			
		Q1	Q2	Q3	Q4
Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	36 strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels	Nine (9) strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels
Number of development communication projects implemented aligned with the NCSF	1 250 development communication projects implemented aligned with the NCSF	312 development communication projects implemented aligned with the NCSF	312 development communication projects implemented aligned with the NCSF	313 development communication projects implemented aligned with the NCSF	313 development communication projects implemented aligned with the NCSF
Number of public education and awareness initiatives undertaken	228 public education awareness activities undertaken	57 public education awareness activities undertaken	57 public education awareness activities undertaken	57 public education awareness activities undertaken	57 public education awareness activities undertaken
Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	45 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	11 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	11 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	11 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)	12 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)
Number of community and stakeholder liaison sessions/visits undertaken	1 250 community and stakeholder engagements sessions/visits undertaken	312 community and stakeholder liaison sessions/visits undertaken	312 community and stakeholder liaison sessions/visits undertaken	313 community and stakeholder liaison sessions/visits undertaken	313 community and stakeholder liaison sessions/visits undertaken
Number of community media sustainability support initiatives undertaken	Nine (9) community media sustainability support initiatives undertaken	Two (2) community media sustainability support initiatives undertaken	Three (3) community media sustainability support initiatives undertaken	Two (2) community media sustainability support initiatives undertaken	Two (2) community media sustainability support initiatives undertaken

## Explanation of planned performance over the medium-term period.

### Cluster Communication

Over the medium term, the Branch: Intergovernmental Coordination and Stakeholder Management will coordinate and lead the government communication system at national, provincial and local levels. This will be achieved through planned engagements with Heads of Communication (HoCs) and forums such as the GCF and ICF meetings.

The branch will avail training opportunities for government communicators in conjunction with the NSG. This will be supplemented by capacity building and induction initiatives for new entrants to the communication system, facilitated by the branch. Reports on the functioning of the government communication system will be compiled to assess coherence and effectiveness of the system. In the period ahead, more focus will be placed on surveys or questionnaires to assess the impact to which this training enabled attendees to perform their public communication duties better.

To enhance the effectiveness of the government communication system, the branch will regularly compile reports to evaluate its functionality, coherence and impact. These assessments will be supplemented by surveys and questionnaires to gauge the success of training programmes, specifically measuring their impact on participants' ability to execute their communication responsibilities. Special emphasis will be placed on capacity-building ahead of the 2026 LGE, with tailored training designed to address the unique challenges of election-related communication.

Additionally, induction and refresher training will be delivered to newly appointed metropolitan, district and local government communicators to ensure they are fully prepared for their roles. Given the large number of local municipalities, the branch will focus its training efforts on Local Government Communication Forums and District Communication but arrange district and metropolitan municipalities proportionally to strengthen communication and training across all areas.

The Directorate: Communication Training and Institutional Development has set ambitious medium-term training targets from 2024 to 2029, informed by the historical performance of 2023/24 and 2024/25, and aligned with key strategic priorities. The directorate will conduct eight (8) proposed training sessions annually (prioritising election-focused training), evenly distributed across quarters. Drawing from historical data, the directorate will also set a baseline of 25 training requests per year, aligning with the APP. This will result in an annual target of 33 training sessions, combining proactive and reactive initiatives to ensure flexibility and responsiveness to demand.



To guarantee the long-term effectiveness of training efforts, the directorate will establish key performance indicators, tracking metrics such as participant satisfaction, knowledge retention and measurable improvements in communication capacity. Regular quarterly reviews will be conducted with stakeholders to monitor progress, adjust targets as needed, and ensure continued alignment with both the APP and Strategic Plan objectives.

In collaboration with the NSG, the directorate will also continue coordinating the Mastering the Art of Government Communication course, targeting 20 government communicators annually. This course will offer specialised training to develop advanced skills in government communication. To further promote professional growth within the field, the directorate will encourage government communicators to join communication-focused professional bodies, starting with the GCIS communication professionals (national and provincial offices), aiming for a 10% annual increase in affiliated members.

The directorate will also explore incentives for Continuous Professional Development (CPD) such as certifications or recognitions, to further drive active participation in professional development. CPD progress and skills gap analyses, conducted by professional bodies, will be submitted as anonymised reports, offering valuable insights to inform future capacity-building strategies and address any emerging skills gaps.

By prioritising inclusivity, measurable outcomes, scalability and accountability, the branch and directorate aim to foster a high-performing government communication system, ensuring its readiness for the 2026 LGE and beyond. This





strategic approach will establish a sustainable, impactful training framework that enhances communication excellence across all government levels, supporting the broader national priorities and contributing to improved governance.

South Africa assumed the Presidency of the G20 immediately after the conclusion of the G20 Summit hosted by Brazil in Rio de Janeiro in November 2024. The term as G20 President ends with the conclusion of the Summit to be hosted by South Africa in November 2025. South Africa's participation in the G20 provides strategic foresight in establishing an economic and international policy platform that will drive and negotiate the best possible outcomes for South Africa, Africa and the developing world.

South Africa as G20 President for the year 2025 will work together with other members to foster global economic growth, while harnessing the power of technological innovation, in particular digitalisation and other key industry sectors, and its application for the benefit of all and address challenges affecting global economic status. This will further lead efforts to foster development and address other global challenges to pave the way towards an inclusive and sustainable world, as envisioned in the 2030 Agenda for Sustainable Development. In the 2025/26 financial year, the GCIS will host nine (9) outreach programmes to profile and communicate South Africa's Presidency of the G20. The outreach programmes will serve to:

- Create awareness about South Africa's membership to the G20.
- Inform the public about South Africa's role as President of the G20 and associated responsibilities.
- Profile South Africa's role and achievements in the G20 and how the country is leading and contributing positively to the continent and the AU.
- Solicit public support and generate positive sentiment regarding South Africa's Presidency of the G20 through positive media coverage and public participation in G20 events and sectoral meetings.
- Profile the AU's membership of the G20 and the benefits thereof.

In the upcoming medium term, the branch will work to ensure the institutionalisation of the NCSF for the Seventh Administration into the entire government communication system. Cluster supervisions will lead the process of developing an IGCP annually. This will be based on the priorities of the MTDP 2024-2029 approved by Cabinet, derived from the three strategic priorities of the GNU but with the NDP: Vision 2030 remaining as the lodestar for all government's service delivery efforts.

This IGCP joins the communication activities of the Justice, Crime Prevention and Security (JCPS); International Cooperation, Trade and Security (ICTS); Governance, State Capacity and Institutional Development (GSCID); Social Protection, Community and Human Development (SPCHD), and Economic Sectors, Investment, Employment and Infrastructure

Development (ESIEID) clusters, as well as including priorities from provincial governments. The aim is to increase information dissemination to citizens through a well-functioning government communication system.

The IGCP enables the implementation of the NCSF solicited from all levels and spheres of government. Each cluster is responsible for collating and tracking communication activities. The GCF will host biannual workshops to plan and evaluate the IGCP and the progress will be reported to the Minister in The Presidency responsible for government communication quarterly. Cluster Communication meetings' workshops will monitor the implementation of the IGCP. This is meant for the government communication system to achieve integration and speak in one voice guided by the NCSF, as approved by the Cabinet.

The IGCP will similarly be updated at intervals with priorities announced during the SoNA by the President of the Republic. Recent lessons have taught this branch that flexibility and the agility to adapt to rapidly changing circumstances, must always be anticipated considering incidents such as natural disasters resulting from climate change, and situations where multi-sectoral coordinated crisis responses are necessitated. COVID-19 and the vaccination campaign; the Energy Action Plan and the Freight Logistic Crisis Committee driving the Freight Logistics Roadmap are recent poignant examples. These and similar developments will,



where necessary, be brought into the IGCP.

The branch will similarly facilitate the planning and implementation of priority campaigns on civic education, economic recovery and job creation, anti-corruption and crime-fighting initiatives as well as GBVF campaigns, using the project management approach.

The campaigns will be coordinated under the GCIS Communication Action Team Committee and through the Communication Cluster forums. They will be implemented through several development communication projects (milestones, activities and events) at provincial level as well as multimedia activities at national level.

These will be reported regularly to the respective clusters of the FOSAD for oversight, accountability and decision-making, where necessary. The campaigns will be inclusive of 1 250 development communication projects that are planned for each of the financial years of the current medium-term period through the GCIS's provincial and district offices.

### Media Engagement

The Chief Directorate: Media Engagement has identified two strategic outputs that directly support the achievement of outcomes 1 and 2. These outputs – strategic media engagements aligned with the MTDP 2024-2029 and prevailing issues in the communication environment and

communicating Cabinet priorities and decisions – are delivered through coordinated efforts across the chief directorate's four directorates: Domestic Media Engagement (DME), International Media Engagement (IME), Rapid Response, and Parliamentary Liaison.

Through strategic media engagements aligned with MTDP 2024-2029 priorities, the chief directorate strengthens government's communication system by creating platforms for proactive communication and enabling coordinated message delivery. The Directorate: IME leads this through regular briefings and media roundtables, while the Directorate: Rapid Response ensures timely and coherent reputation management of government through the coordination of the Rapid Response Forum. The Directorate: Parliamentary Liaison leverages parliamentary processes to amplify government messaging, and the Directorate: IME ensures South Africa's development priorities receive global coverage.

Similarly, media engagements focus on Cabinet priorities that contribute to citizen's empowerment by ensuring wider accessibility of government information. The Directorate: DME coordinates themed briefings on key government programmes while the Directorate: Rapid Response manages the daily communication environment. The Directorate: Parliamentary Liaison facilitates executive communication opportunities, and the Directorate: IME maintains relationships with foreign correspondents to ensure reporting on South Africa.

The Chief Directorate: Media Engagement strengthens these outputs through a comprehensive suite of activities across its directorates. Regular post-Cabinet briefings and strategic

media engagements serve as key platforms for communicating government decisions and priorities, ensuring timely and accurate information reaches the public. The coordinated reputation management mechanisms across government enables swift, coherent responses to emerging issues in the media environment, ensuring that there is a voice of government to avoid creating a vacuum, maintaining message consistency and managing government's reputation on policies and programmes effectively. The tactic employed based on the emerging issues is an enabler to other directorates within the GCIS. Parliamentary media opportunities and executive communication support maximise the impact of executive appearances in the National Legislature and turning these into valuable platforms for media engagement.



International media networking and relationship building ensures South Africa's narrative reaches global audiences through established partnerships with international media outlets and bodies such as the Foreign Correspondents Association and collaborative ventures with other media houses for pool arrangements during government events/projects. This provides strategic direction to ensure the communication of South Africa's international media agenda.

The Directorate: IME will coordinate the SADC programme and strengthen information channels that enhance public knowledge and consciousness of the SADC Media Awards and improving relations with AU Communications. It will further provide media liaison support and give guidance to the media activities by developing media plans, interview schedules, and the placement of opinion editorials in various continental media platforms about South Africa.

The branch will coordinate a central government communications forum (Rapid Response) and MLO Forum as well as other media engagement platforms, to discuss daily issues in the communication environment which affect the reputation of government as well as manage urgent and immediate responses to the public and citizens on media reports about government.

This will ensure coherent messaging and targeted communications and ensure better coordination on communicating the work of government with the media. The branch will also support media briefings coordinated by the respective lead departments on key government programmes. The Branch will regularly coordinate a series of structured and well-

curated engagements between Ministers, Deputy Ministers and/or senior government officials, to proactively provide the media with information that is unpacked, insightful and contextualised, so that their reporting is factual and has the appropriate context about the upcoming plans and programmes of government.

The branch, working with MLOs of government, will develop a proactive quarterly and weekly media plan for regular and consistent media interactions based on the government annual Integrated Communication Plan. These will include support to post-Cabinet media briefings, to ensure that Cabinet decisions are unpacked and communicated to empower and educate the citizens on Cabinet decisions.

Under the Chief Directorate: Media Engagement, the Directorate: Parliamentary Liaison will continue to disseminate government information to all MPs in the National Assembly and the National Council of Provinces. In addition, it will continue to ensure that parliamentary appearances by members of the Executive and the administration are used as a valuable opportunity to communicate government information to the broader public.

Continuous monitoring of parliamentary platforms empowers the government communication system to construct more effective communication plans whilst accounting to Parliament. This team will similarly sustain and develop the working relationship with the Parliamentary Press Gallery.

In summary, the implementation of these outputs across all four directorates ensures reliable channels for coherent government messaging, rapid and coordinated reputation management capabilities,

and effective cross-government collaboration in message delivery. Through enhanced quality of information dissemination and wider reach through diverse media platforms, the directorate improves public understanding of government initiatives while strengthening transparency and accountability.



This integrated approach to media engagement enables the chief directorate to deliver on both a well-functioning government communication system and an informed, empowered citizenry by leveraging the complementary strengths of each directorate. The Directorate: DME coordinates strategic government communications; the Directorate: Rapid Response manages the daily communication environment; the Directorate: Parliamentary Liaison maximises legislative platforms, and the Directorate: IME cultivates global media partnerships.

### Media Monitoring and the Two-Hour Communication Response

Effective government communication relies on vigilance, speed, and strategy. The Government Communication and Information System (GCIS) ensures this through a structured media monitoring and response system designed to protect and enhance the reputation of government by responding swiftly to public narratives and media developments.

GCIS employs a tiered media monitoring approach, which includes Breaking News alerts and scheduled daily reports—Morning, Midday, and Afternoon—to track, assess, and respond to media coverage throughout the day. Breaking News Alerts are triggered by sudden, high-impact developments—such as national crises, legal rulings, or misinformation trends—that pose a potential reputational risk to

government. Breaking news demands immediate attention and activates the two-hour turnaround time to ensure that the government communicates quickly, accurately, and authoritatively.

GCIS will actively monitor and respond to:

- News that directly affect government policy or public trust
- Reputational threats involving public institutions or officials
- Disinformation and misinformation impacting public understanding
- Key national developments that demand authoritative clarification or guidance

The Morning Report provides a comprehensive overview of overnight and early-morning media coverage, highlighting dominant narratives, potential risks, and areas that may require proactive messaging or clarification. The midday report captures emerging trends and story developments that evolve after the morning report. It helps to identify issues that require immediate response or monitoring for potential escalation. Through the Afternoon Report a summary of the day's media environment, closes the loop on earlier issues, and identifies any continuing or unresolved narratives that may influence communication priorities for the following day.

In managing government reputation, a communication intervention is seen as a strategic action taken by GCIS to influence public discourse, protect government credibility, or clarify official positions. These may include issuing press statements, coordinating interviews or briefings, position of government in an infographic, rebutting misinformation, or providing talking points amongst others.

The two-hour response window ensures that government is not only reactive but present and influential in shaping real-time public discourse. This assists with:

- Limiting the spread of misinformation
- Providing the public with clarity and reassurance
- Demonstrating leadership and accountability
- Strengthening government's reputation as transparent and responsive

This rapid response capability supports public trust and establishes government as a reliable voice during moments of uncertainty or crisis. While the two-hour window addresses immediate communication needs, GCIS also employs a broader six-hour facilitation cycle for deeper analysis, internal alignment, and strategic planning across departments. The two-hour output is a rapid-response mechanism focused on urgent, high-impact communication needs (e.g., a rebuttal, press release, or social media statement) within the purview of GCIS to respond. The six-hour window allows for strategic coordination, stakeholder engagement, message alignment, and preparation of more detailed or sensitive interventions. Within this six-hour framework, the following will guide the communication process:

- Fact verification and message validation
- Departmental engagements and discussion on actions
- Drafting, review, and clearance of official responses by the lead department
- Dissemination through appropriate platforms by the lead department and supported by GCIS.

The six-hour cycle enables GCIS to move beyond reaction into strategic foresight. By facilitating alignment and message refinement, it ensures that government can anticipate, shape, and manage



complex narratives with credibility and coherence.

### **Provincial and Local Liaison**

To enhance coherence in the intergovernmental communication system, the Subprogramme: PLL will advocate for alignment to the NCSF by facilitating regular communication coordinating forums at provincial and local levels. The forums will be used to share information on norms and standards around government communication.

As learning network platforms, the forums serve as platforms to assess compliance with the prescripts of the GCP. PLL will also mainstream its support in other strategic intergovernmental relations forums that are responsible for catalytic programmes of government such as the DDM. Additionally key content will be shared in these forums for further dissemination. These forums will be increased by 5% over the medium term.

PLL will undertake several development communication activities and outreaches to ensure that citizens are informed and empowered with programmes and policies of government. Aligned with the NCSF, these activities will be characterized by community activations, community dialogues, community radio talk shows, public education and

awareness campaigns.

By doing so, the subprogramme will afford communities platforms to interface with government and encourage active citizenry. Key amongst other programmes will be localized dialogues around GBVF, which remains a serious societal challenge requiring a stronger collaboration between government and communities.

Additionally, communities will be provided with economic empowerment programmes directed to youth, women and PWD to increase active participation in the economy and to build pride, patriotism and nation-building.

Furthermore, the subprogramme will undertake outreaches to communities to reinforce public education on crime prevention and to inculcate a call-to-action culture to help curb escalating incidences of vandalism of public infrastructure, crime and corrupt behaviour.

Additionally, through these outreaches the subprogramme plans to improve its efforts to communicate the successes of government. It plans to increase the number of development communication and public education typologies used by 5% per year over the medium term. It will

further hold engagements with various community formations at provincial and local level to increase force multipliers in government communication.

These localised face-to-face engagements will target stakeholders and formations such as the following stakeholders at local level: community police forums; clinic committees; school governing bodies; community health workers; health promoters; health inspectors; ward committees; Thuthuzela Care centres; civil-society formations; faith-based organisations (FBOs); non-governmental organisations (NGOs); traditional authorities; community development workers (CDWs); minority and special groups; Thusong Service Centre structures; cooperatives; entrepreneurs; hawkers and SMMEs.

These interactive sessions will be used to distribute government information products such as booklets, posters and flyers written in local languages. These engagements will increase by 5% over the medium term. The subprogramme will support various initiatives aimed at ensuring that an increased pool of community media platforms is available to empower citizens. This will be done through roundtable discussions at provincial and local levels.



**Programme Resource Consideration**  
**Expenditure estimates**

<b>Programme 3: Intergovernmental Coordination and Stakeholder Management</b>							
<b>Programme</b>	<b>Audited outcome</b>			<b>Adjusted appropriation</b>	<b>Medium-term expenditure estimate</b>		
<b>R million</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
Programme Management for Intergovernmental Coordination and Stakeholder Management	1 567	3 525	3 640	4 123	4 339	4 531	4 734
Provincial and Local Liaison	87 534	89 108	88 869	96 440	107 970	109 324	114 249
Media Engagement	17 024	16 732	15 403	17 050	19 606	19 198	20 006
Cluster Supervision (Human Development, Social Protection and Governance and Administration)	10 598	10 978	9 709	10 593	12 706	12 826	13 856
Cluster Supervision (Economic and Infrastructure, Justice and International)	8 730	9 552	9 967	11 795	13 966	12 917	13 499
<b>TOTAL</b>	<b>125 453</b>	<b>129 895</b>	<b>127 588</b>	<b>140 001</b>	<b>158 587</b>	<b>158 796</b>	<b>166 344</b>

<b>Economic classification</b>							
<b>Current payments</b>	<b>123 808</b>	<b>128 095</b>	<b>125 886</b>	<b>137 994</b>	<b>155 471</b>	<b>154 923</b>	<b>162 428</b>
<b>Compensation of employees</b>	<b>106 041</b>	<b>108 830</b>	<b>108 105</b>	<b>113 749</b>	<b>126 656</b>	<b>129 672</b>	<b>135 903</b>
<b>Goods and service</b>	<b>17 767</b>	<b>19 265</b>	<b>17 781</b>	<b>24 245</b>	<b>28 815</b>	<b>25 251</b>	<b>26 525</b>
of which:							
Advertising	1 697	726	1 215	2 680	4 024	2 425	2 821
Communication	5 316	4 903	4 923	7 552	7 128	6 517	6 604
Contractors	616	193	152	785	907	1 013	1 092
Fleet services (including government motor transport)	1 822	1 249	1 149	946	1 129	1 081	1 250
Consumables: Stationery, printing and office supplies	396	394	427	966	799	887	940
Travel and subsistence	6 373	9 398	8 193	8 680	10 289	10 183	10 534
Operating payments	464	443	405	757	1 392	708	771
<b>Transfers and subsidies</b>	<b>234</b>	<b>237</b>	<b>563</b>	<b>298</b>	<b>1 037</b>	<b>2 052</b>	<b>2 145</b>
Public corporations and private enterprises	4	-	7	2	2	2	2
Households	230	237	556	296	1 035	2 050	2 143
<b>Payments for capital assets</b>	<b>1 305</b>	<b>1 552</b>	<b>1 133</b>	<b>1 709</b>	<b>2 079</b>	<b>1 821</b>	<b>1 771</b>
Buildings and other fixed structures	-	17	18	-	-	-	-
Machinery and equipment	1 305	1 535	1 115	1 709	2 079	1 821	1 771
Software and other intangible assets	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>106</b>	<b>11</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>125 453</b>	<b>129 895</b>	<b>127 588</b>	<b>140 001</b>	<b>158 587</b>	<b>158 796</b>	<b>166 344</b>

## 9. KEY RISKS AND MITIGATION

Outcome	Key risks	Risk Mitigation
Improved governance and service excellence	Misalignment between the operating model with the departmental strategy	<ul style="list-style-type: none"> <li>• Appoint a service provider to assist in the development of the Operating Model.</li> <li>• Benchmark an ideal Comms Agency Ops Model.</li> <li>• Develop an Ops model for GCIS informed by benchmark, economic feasibility and proposed new organisational designation.</li> <li>• Prioritise the filling of the OD post.</li> </ul>
	Failure to implement the digital transformation initiatives	<ul style="list-style-type: none"> <li>• Implement the IM&amp;T Digital Transformation Strategy: IM&amp;T Project Master Plan for the 2025/26 financial year, in line with APP 2025/26.</li> <li>• Provide training and empowerment to staff to improve digital capability.</li> </ul>
Informed and empowered citizens	Limited reach of GCIS-managed platforms and campaigns to different segments of the population	<ul style="list-style-type: none"> <li>• Development of the platforms and digital strategy.</li> <li>• Appointment of the panel of the audiovisual.</li> <li>• Produce tracker research percentage reach report on public use of media platforms and information needs.</li> <li>• Produce a report on native website statistics and social media statistics of GCIS digital platforms. (impressions, views and engagements).</li> </ul>
	Incorrect usage of government's Corporate Identity	<ul style="list-style-type: none"> <li>• Develop and obtain MANCO approval of the roadshow plan on government's Corporate Identity.</li> <li>• Roll-out the roadshow plan on educating clients on the correct use of government's Corporate Identity.</li> </ul>
	Misinformation and Disinformation with government not being seen as a credible source of information	<ul style="list-style-type: none"> <li>• Develop a schedule of media interviews.</li> <li>• Monitor the implementation of the media schedule.</li> <li>• Coordinate the partnership on mis- and dis-information.</li> <li>• Conduct feasibility study.</li> <li>• Appoint the service provider to develop the content hub.</li> </ul>
	Inability to meet the government advertising spend support (30%) to community media	<ul style="list-style-type: none"> <li>• Develop Media Buying Policy (community media support).</li> <li>• Increase percentage of advertising support to community media from GCIS campaigns.</li> </ul>
A well-functioning government communication system	Reputational risk due to lack of coherence in government messaging	<ul style="list-style-type: none"> <li>• Key messages developed by the GCIS to be cascaded to communicators and accounting officers.</li> <li>• Conduct induction of entrants into the system.</li> <li>• Conduct capacity building for communicators and executives.</li> <li>• Strengthen the relationship with communication stakeholders.</li> <li>• Circulation of the <i>Tsa Today</i> poster.</li> <li>• Provide progress on the implementation of the IGCP.</li> </ul>

## 10. PUBLIC ENTITIES

Name of Public Entity	Mandate	Key outputs
<b>MDDA</b>	The MDDA was set up in terms of the MDDA Act of 2002 to enable historically disadvantaged communities and individuals to gain access to the media. The mandate of the agency is to create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans; redress the exclusion and marginalisation of disadvantaged communities and people from access to the media and the media industry; and promote media development and diversity by providing support primarily to community and small commercial media projects. The overall objective of the agency is to ensure that all citizens can access information in a language of their choice, and to transform media access, ownership and control patterns in South Africa.	<ul style="list-style-type: none"> <li>• Unqualified audit opinion and managing financial performance</li> <li>• Research projects on key trends/developments impacting on community media sector</li> <li>• Community Media Digital Strategy implemented</li> </ul>
<b>Brand SA</b>	Brand SA was established as a trust in 2002 and gazetted as a schedule 3A public entity in 2006, in accordance with the PFMA of 1999. Its purpose is to develop and implement a proactive and coordinated international marketing and communications strategy for South Africa, to contribute to job creation and poverty reduction, and to attract inward investment, trade and tourism.	<ul style="list-style-type: none"> <li>• Unqualified audit opinion outcome obtained annually</li> <li>• Integrated marketing campaigns and Nation Brand reputational programmes implemented for strategic platforms both domestically and internationally</li> <li>• Collaborative activities with various stakeholders both domestically and internationally</li> </ul>

## 11. INFRASTRUCTURE PROJECTS

Not applicable

Governance and Traditional Affairs, and other relevant departments.

## 12. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable

More support will be towards the President, Deputy President, Ministers and Deputy Ministers in The Presidency, key ministries linked to the GCIS's Content Strategy focus areas (GBVF, ERRP, job creation, local government, and fight against crime and corruption), members of the executive councils, Premiers, District Executive Mayors and Mayors of priority local municipalities.

## 13. RESPONDING TO THE DDM

In its endeavour to support and strengthen the DDM, the GCIS provincial and district offices will undertake DDM-related communication interventions in partnership with the Department of Cooperative

## 14. ABBREVIATIONS AND ACRONYMS

<b>AI</b>	Artificial Intelligence
<b>APP</b>	Annual Performance Plan
<b>AU</b>	African Union
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>Brand SA</b>	Brand South Africa
<b>BRICS+</b>	Brazil, Russia, India, China and South Africa plus
<b>CD</b>	Chief Director/Chief Directorate
<b>CDW</b>	Community Development Worker
<b>CFO</b>	Chief Financial Officer
<b>CoE</b>	Compensation of Employees
<b>COVID-19</b>	Coronavirus Disease 2019
<b>CPD</b>	Continuous Professional Development
<b>CRC</b>	Communication Resource Centre
<b>CSA</b>	Communication Service Agency
<b>CSD</b>	Central Supplier Database
<b>D</b>	Director/Directorate
<b>DD</b>	Deputy Director
<b>DDG</b>	Deputy Director-General
<b>DDM</b>	District Development Model
<b>DG</b>	Director-General
<b>DME</b>	Domestic Media Engagement
<b>DPSA</b>	Department of Public Service and Administration
<b>EH&amp;W</b>	Employee Health and Wellness
<b>ERMC</b>	Enterprise Risk Management Committee

<b>ERRP</b>	Economic Reconstruction and Recovery Plan
<b>ESIEID</b>	Economic Sectors, Investment, Employment and Infrastructure Development
<b>EU</b>	European Union
<b>FBO</b>	Faith-based organisation
<b>G-CET</b>	Government Communication Excellence Tool
<b>G20</b>	Group of Twenty
<b>GBVF</b>	Gender-based violence and femicide
<b>GCF</b>	Government Communicators' Forum
<b>GCIS</b>	Government Communication and Information System
<b>GCP</b>	Government Communication Policy
<b>GITO</b>	Government Information Technology Officer
<b>GNU</b>	Government of National Unity
<b>GSCID</b>	Governance, State Capacity and Institutional Development
<b>GSM</b>	Government Segmentation Model
<b>HC&amp;CS</b>	Human Capital and Corporate Support
<b>HoC</b>	Head of Communication
<b>HR</b>	Human Resources
<b>HRD</b>	Human Resource Development
<b>ICF</b>	Internal Communicators' Forum
<b>ICT</b>	Information and Communications Technology
<b>ICTS</b>	International Cooperation, Trade and Security
<b>IGCP</b>	Integrated Government Communication Plan
<b>IM&amp;T</b>	Information Management and Technology
<b>IME</b>	International Media Engagement
<b>JCPS</b>	Justice, Crime Prevention and Security

<b>LGE</b>	Local Government Elections
<b>LLM</b>	Large language model
<b>MAC</b>	Marketing, Advertising and Communication
<b>MANCO</b>	Management Committee
<b>MAP</b>	Management Advancement Plan
<b>MDDA</b>	Media Development and Diversity Agency
<b>MDP</b>	Management Development Programme
<b>MDT</b>	<i>My District Today</i>
<b>MLO</b>	Media Liaison Officer
<b>MMS</b>	Middle Management Service
<b>MP</b>	Member of Parliament
<b>MTDP</b>	Medium-Term Development Plan
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTSF</b>	Medium Term Strategic Framework
<b>NASP</b>	National Annual Strategic Plan
<b>NCSF</b>	National Communication Strategy Framework
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-governmental organisation
<b>NSG</b>	National School of Government
<b>OGITO</b>	Office of the Government Information Technology Officer
<b>OOH</b>	Out-of-home
<b>OTT</b>	Over-the-top
<b>PDA&amp;MM</b>	Policy Development, Analysis and Market Modelling
<b>PDP</b>	Personal Development Plan
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal

<b>PFMA</b>	Public Finance Management Act
<b>PLL</b>	Provincial and Local Liaison
<b>PoA</b>	Programme of Action
<b>PSM</b>	<i>Public Sector Manager</i>
<b>PWD</b>	People with disabilities
<b>RAKS</b>	Research Analysis and Knowledge Services
<b>RCC</b>	Regional Communication Coordinator
<b>RFQ</b>	Request for Quotations
<b>S&amp;OP</b>	Strategy and Organisational Performance
<b>SADC</b>	Southern African Development Community
<b>SCM</b>	Supply Chain Management
<b>SCO</b>	Senior Communication Officer
<b>SEMS</b>	Stakeholder Engagement Management System
<b>SMME</b>	Small, medium and micro enterprise
<b>SMS</b>	Senior Management Service
<b>SOE</b>	State-owned enterprise
<b>SoNA</b>	State of the Nation Address
<b>SPCHD</b>	Social Protection, Community and Human Development
<b>SSA</b>	State Security Agency
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>the dtic</b>	Department of Trade, Industry and Competition
<b>UN</b>	United Nations
<b>UOLA</b>	Use of Official Languages Act
<b>WIMS</b>	Ward Information Management System



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# DEPARTMENTAL TECHNICAL INDICATOR DESCRIPTORS (TIDs)



## Programme 1: Administration

### Programme performance indicators

#### Subprogramme: Human Capital and Corporate Support

**Output indicator:** Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The indicator measures the percentage of employees upskilled in digital, communication and coordination skills to ensure a skilled and capable workforce. Implementation of the Training Plan will entail capacitating employees of the GCIS in Digital Streaming; Podcasting; Film Production; Screenwriting; Copywriting; Content Production; Video Editing; Digital Story Telling using a Mobile Device; Digital Media Production Using a Vlogging Kit; Digital Photography; Radio Production; Digital Literacy; Microsoft Digital Literacy; Creative and Social Media Writing; coordination skills, amongst others, and MDPs.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• Cooperation from training service providers.</li> <li>• Employees and managers' commitment.</li> <li>• Allocation of a minimum of 1% Training Budget.</li> <li>• GCIS employees shall be skilled in line with the approved Annual WSP/Training Plan.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	<ul style="list-style-type: none"> <li>• 50% females in the department</li> <li>• 5% youth in the department</li> <li>• 2% PWD.</li> </ul>
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	20% employees upskilled in digital, communication and coordination skills over the MTEF
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Targeted percentage employees is calculated based on the number of employees in the department who identified such training in line with their personal development plans (PDPs)
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• PDPs/Approved WSP/Training Plan</li> <li>• The Public Service Sector Education and Training Authority's quarterly training progress reports towards implementation of the approved Training Plan.</li> </ul>

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly and annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: HC&CS
<b>Who is responsible for collecting the data?</b>	D: Human Resource Development (HRD) and EH&W
<b>Who is responsible for checking and verifying the data captured?</b>	CD: HC&CS
<b>Means of verification (evidence)</b>	Proof of enrolment in training programmes
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Budget cuts</li> <li>• Training provider's requirements</li> <li>• Training provider's non-compliance with procurement requirements</li> <li>• Shortage of HR in SCM and HC&amp;CS</li> <li>• Unavailability of staff to attend training due to competing work demands.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: HC&CS

<b>Output indicator:</b> Percentage of MMS members enrolled on MDPs.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of MMS members enrolled on MDPs
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	MMS members shall be capacitated with management and leadership development skills



<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	MMS shall be skilled in line with the Management Development/Advancement Programme
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of women MMS</li> <li>• 3% of youth MMS</li> <li>• 0.5% of MMS with disabilities.</li> </ul>
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	5% of MMS members enrolled on the MDP
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Targeted percentage for training is calculated based on the number of members of MMS against the enrolled members
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Approved MDP or Advance MDP Plan
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: HC&CS
<b>Who is responsible for collecting the data?</b>	D: HRD and EH&W
<b>Who is responsible for checking and verifying the data captured?</b>	CD: HC&CS
<b>Means of verification (evidence)</b>	Proof of enrolment with the NSG; List of MMS members

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• MDP for MMS members is dependent on NSG having a minimum number of 20 to constitute a class.</li> <li>• Shortage of HR in SCM and HC&amp;CS.</li> <li>• Unavailability of staff to attend training, due to competing work demands.</li> <li>• Budget cuts.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: HC&CS

<b>Output indicator:</b> Percentage of SMS members enrolled on Executive Management Development/Leadership Programme skills.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of SMS members enrolled on Executive Management Development/Leadership Programme
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	SMS members shall be capacitated with Executive Management Development/Leadership Programme skills
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	SMS members shall be skilled in line with the Executive Management Development/Leadership Programme.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of women SMS</li> <li>• 2% of youth SMS</li> <li>• 0% of SMS with disabilities.</li> </ul>
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	5% of SMS members enrolled on Executive Management Development/Leadership Programme
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Targeted percentage for training is calculated based on the number of SMS members against members enrolled

<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Approved Executive Management/Leadership Development Plan
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: HC&CS
<b>Who is responsible for collecting the data?</b>	D: HRD and EH&W
<b>Who is responsible for checking and verifying the data captured?</b>	CD: HC&CS
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Proof of enrolment with the NSG.</li> <li>• List of SMS members.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Executive Management/Leadership Development Programme is dependent to the NSG having a minimum of 20 officials to constitute a class.
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: HC&CS

<b>Subprogramme: GITO</b>	
<b>Output indicator:</b> Number of ICT solutions scoped or deployed for improved communication responsiveness and interaction.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of ICT solutions scoped or deployed for improved communication responsiveness and interaction
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	ICT solutions scoped or deployed as part of implementation of the GCIS Digital Transformation Strategy
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>Funds will be allocated for the implementation of digital transformation initiatives/solutions.</li> <li>GCIS business units will participate in the process of identifying digital transformation initiatives.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>Target for women</li> <li>Target for youth</li> <li>Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Six ICT solutions scoped or deployed
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of six (listed) ICT solutions scoped or deployed
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Approved User Requirements Specifications, Project Charter and Plan, and for deployed projects, Project Exit/ Project Closure Report.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative

<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	OGITO
<b>Who is responsible for collecting the data?</b>	Directors: IT and Information Management Systems
<b>Who is responsible for checking and verifying the data captured?</b>	GITO
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Digital Strategic Projects progress reports presented to IM&amp;T Steering Committee and/or</li> <li>• Project close-out report and implemented systems.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• The data is qualitative in the form of a document.</li> <li>• The data is digital through a deployed system/software.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	GITO

<b>Subprogramme: CFO</b>	
<b>Output indicator:</b> Percentage of operational budget spent on designated groups and/or locations.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of operational budget spent on designated groups and/or locations
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Goods and services procured from the designated groups across the nine provinces



<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• The RDP goals on transformation are applied on each Request for Quotation (RFQ) and tender;</li> <li>• There is no fronting done by the service providers.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	<ul style="list-style-type: none"> <li>• Women</li> <li>• Youth</li> <li>• PWD</li> <li>• SMMEs</li> </ul>
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	25% operational budget spent on designated groups and/or locations Disaggregated as follows: <ul style="list-style-type: none"> <li>• Women: 12%</li> <li>• Youth: 8%</li> <li>• PWD: 1%</li> <li>• Rural: 2%</li> <li>• Township: 2%.</li> </ul>
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Calculated on actual spending on the targeted groups against the operational budget (excluding CoE, Head Office accommodation, security for Head Office, cleaning contract for head office, municipal services, Transfers and Subsidies, and IT equipment).
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Central Supplier Database (CSD) reports; B-BBEE Certificate; SBD6.1, B-BBEE verification certificate and any other information that the department may require as evidence in tenders and/or RFQs that may be issued.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year-to-date
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CFO
<b>Who is responsible for collecting the data?</b>	DD: SCM

<b>Who is responsible for checking and verifying the data captured?</b>	D: SCM and CFO
<b>Means of verification (evidence)</b>	Supplier Performance Management System Report
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	CSD reports; B-BBEE Certificate; SBD6.1; proposals from suppliers – if suppliers do not submit proposals or meet the requirements on advertised RFQs and tenders.
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	DDGs are responsible for targeting and procuring from designated groups as the GCIS's procurement process is decentralised. The CFO is responsible for reporting on the indicator.

<b>Programme 2: Content Processing and Dissemination</b>	
<b>Subprogramme: Products and Platforms</b>	
<b>Output indicator:</b> Increased audience reach across GCIS digital platforms (websites and social media platforms).	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Increased audience reach across GCIS digital platforms (websites and social media platforms)
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the reach and interaction of digital platforms managed by the GCIS.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• Reliable internet access for users.</li> <li>• Continued relevance of platform content to target audiences.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	<ul style="list-style-type: none"> <li>• Target for women: Proportion of audience comprising women.</li> <li>• Target for youth: Proportion of audience aged 15-35 years.</li> <li>• Target for PWD: Proportion of accessible content targeting.</li> </ul>

<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	200 million reach across digital platforms
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> <li>• Screen grabs from a website analytics platform.</li> <li>• Screen grabs from a social media analytics platform.</li> <li>• Inputs on an excel spreadsheet.</li> </ul>
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Systems report: <ul style="list-style-type: none"> <li>• Website analytics tools (e.g., Google Analytics).</li> <li>• Social media insights tools (e.g., Meta Insights, X Analytics, YouTube Studio).</li> <li>• Reports from media monitoring services.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: DM
<b>Who is responsible for collecting the data?</b>	D: DM
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Systems report
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Internet outages or technical platform failures.</li> <li>• Data discrepancies across analytics platforms.</li> <li>• Limited access to third-party data beyond owned platforms.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

**Output indicator:** Percentage response rate to citizen queries directed to the GCIS.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage response rate to citizen queries directed to the GCIS
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the proportion of citizen queries directed to the GCIS that are responded to within 24 hours, excluding weekends and public holidays. It tracks the efficiency and effectiveness of communication with the public.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• All citizen queries are correctly logged and tracked.</li> <li>• Staff availability to respond to queries.</li> <li>• Queries are within the mandate and capacity of the GCIS to address.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	<ul style="list-style-type: none"> <li>• Target for women: Percentage of queries from women and corresponding response rates.</li> <li>• Target for youth: Percentage of queries from individuals aged 15-35 years and their response rates.</li> <li>• Target for PWD: Percentage of queries from PWD and their response rates.</li> </ul>
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	50% response rate on piloted platforms
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> <li>• Screen grabs from a website analytics platform.</li> <li>• Screen grabs from social media analytics platforms (Facebook and X).</li> <li>• Inputs on an Excel spreadsheet.</li> </ul>
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Systems report.</li> <li>• Query logs from email platforms, social media inboxes, call centres and online feedback systems.</li> <li>• Response records maintained by relevant teams.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Digital Media
Who is responsible for collecting the data?	D: Digital Media
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	<ul style="list-style-type: none"> <li>• Query and response logs.</li> <li>• Screenshots or data exports from email, social media platforms or customer-managed relationship systems.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Incomplete or missing query logs.</li> <li>• Delays due to technical issues or staff shortages.</li> <li>• Queries redirected to other departments or outside the GCIS mandate may not be tracked.</li> </ul>
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

**Output indicator:** Percentage growth in number of reads on SAnews stories.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage growth in number of reads on SAnews stories
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	SAnews, the South African Government news agency, provides news and information to the general public, locally and abroad. This is provided in the form of news articles published on the website: <a href="http://www.sanews.gov.za">www.sanews.gov.za</a> . Every news article is opened to be read, by clicking on the article to open it. Every time this is done, a read is recorded. The number of reads on an article is displayed on each individual article. A total of the number of reads on all the articles on the website combined, constitutes the reach of the SAnews articles. The number of reads are found by retrieving the native stats on the back-end of the SAnews website, and can be manually retrieved each month.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Every time an article is clicked on, it is open to be read by a user, meaning that someone has read the news article, someone had an interest in the article; someone was attracted to the theme of the article, enough to open it to read it. Every click constitutes a read on the story.



<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	NA
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	5% growth in number of reads on SAnews stories
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	The number of reads per article appears on the article and it is automated to be calculated every time a user clicks on the article. This is calculated via automation built into the website. The total number of reads on all the articles combined, is considered the native stats on the back-end of the SAnews website, and can be manually retrieved each month by the IT unit, using a simple process of retrieval.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The information is automated on the website. It is thereafter provided to the directorate from the IT unit. It is retrieved every month manually by the IT unit.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: News Service
<b>Who is responsible for collecting the data?</b>	D: News Service
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Evidence is acquired from the back end of the SAnews website. Stories are found on the website: <i>www.sanews.gov.za</i>

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	When there are IT issues with SITA which slows down the traffic to the website, or makes the website inaccessible to internal and external users - the number of views on stories will be low.
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

<b>Output indicator:</b> Number of users of <i>Vuk'uzenzele</i> platforms.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of users of <i>Vuk'uzenzele</i> platforms
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<i>Vuk'uzenzele</i> newspaper is produced and published on a number of digital platforms and provides news and information on government programmes and policies aimed at Rooted Realists (GSM Segment 1, City Seekers (GSM Segment 2) to Safely Suburban (GSM Segment 3). The two editions of the newspaper are published twice a month on the website: <a href="http://www.vukuzenzele.gov.za">www.vukuzenzele.gov.za</a> and amplified on digital channels such as website, X, FB, YouTube and TikTok to the public. The newspaper contains news and advise on socio-economic opportunities created by government and its entities. Increasingly, we are using multimedia content in the form of videos and recently introduced a Vuk Talks Podcast to further drive the digital consumption of the newspaper and allied content.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	The PDF version of the newspaper can be costly to download, therefore, the stories are also published individually for ease of sharing with family and friends. The users refers to natural persons, excluding robots, who read our published articles. This provides a better assessment of the number of people who read our articles as opposed to the expensive download option. These can be best measured using the cost-effective Google Analytics monthly.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	1.2 million users of <i>Vuk'uzenzele</i> platforms

CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	The number of users per article/platform will appear on the article/ platform and it is automated to be calculated every time a user clicks on the article. This is calculation via automation built into the website, is measured using Google Analytics.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The information is automated on the website. The Google Analytics report is retrieved every month by the Digital Media unit.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Digital Media
<b>Who is responsible for collecting the data?</b>	D: Digital Media D: Vuk'uzenzele
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Google Analytics
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	When there are IT issues with SITA which slows down the traffic to the website or makes the website inaccessible to internal and external users - the number of users on stories will be low. Data costs to access the online publication is also prohibitive to some of our target audiences.
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	D: Vuk'uzenzele CD: Products and Platforms

**Output indicator:** Number of integrated platform strategies for GCIS-managed platforms developed.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of integrated platform strategies for GCIS-managed platforms developed
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The development of a platform strategy that aligns GCIS platforms with each segment of the GSM. The strategy will outline the contribution of the platforms towards the mandate of the GCIS to communicate with all South Africans.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	A consolidated review of current products and platforms will be done, and the strategy will be developed using the latest GSM
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	One (1) integrated Platform Strategy for GCIS-managed platforms developed
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Quantitative count of an approved strategy
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Approved Platform Strategy
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	CD: Products and Platforms
Who is responsible for collecting the data?	CD: Products and Platforms
Who is responsible for checking and verifying the data captured?	CD: Products and Platforms
Means of verification (evidence)	Approved Platform Strategy
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Lack of availability of information required to compile the strategy
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

<b>Output indicator:</b> Number of editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English.
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Four (4) full editions of <i>Vuk'uzenzele</i> newspaper will be published in any official language other than English. The languages will be used inter-changeably for equity. This translates to four (4) editions out of 12 for the year will be produced and published in different official languages other than English.



<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>Research indicates that our target market has a preference to consume our content in other languages other than English. In a diverse society as ours, it is imperative to reach as many citizens and meet their information needs appropriately. This should also contribute to our ability to acquire even more number of GSM 1,2,3 by communicating using indigenous African languages. We also should continue to publish in Braille for the visually impaired citizens.</li> <li>Sufficient budget should be allocated to ensure our ability to procure services for language practitioners to augment the few that the GCIS has in its employ. Similarly, a budget will need to be allocated for marketing these editions published in any official language other than English.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>Target for women</li> <li>Target for youth</li> <li>Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of full editions of <i>Vuk'uzenzele</i> newspaper published in any official language other than English
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Writers source information, conduct research from various credible sources and write articles for each product
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Vuk'uzenzele
<b>Who is responsible for collecting the data?</b>	D: Vuk'uzenzele

<b>Who is responsible for checking and verifying the data captured?</b>	CD: Products and Platforms
<b>Means of verification (evidence)</b>	Editions of <i>Vuk'uzenzele</i> newspaper published on <a href="http://www.vuk'uzenzele.gov.za/archives">www.vuk'uzenzele.gov.za/archives</a>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	When there are IT issues with SITA, which slow down the traffic to the website or make the website inaccessible to internal and external users, the number of users on stories will be low. Inability to access competent language practitioners to produce the editions, as some will be external.
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Products and Platforms

<b>Output indicator:</b> Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of self-initiated opinion pieces published to increase government's share of voice on topical issues in the environment
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the percentage of total number of self-initiated opinion pieces published
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Content used for self-initiated opinion pieces is accurate and all of them will be published
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of self-initiated opinion pieces produced published

CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Number of opinion pieces produced calculated against the number of opinion pieces published
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Background, supporting and briefing documents, including supporting desktop research, inform opinion pieces.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Monthly
DATA COLLECTION	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CRC
<b>Who is responsible for collecting the data?</b>	DD: CRC
<b>Who is responsible for checking and verifying the data captured?</b>	D: CRC
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Spreadsheet of self-initiated opinion pieces.</li> <li>• Self-initiated opinion pieces produced.</li> <li>• Self-initiated opinion pieces published.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Insufficient information to draft opinion pieces
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: RAKS

**Output indicator:** Percentage compliance of government communications at national level to qualitative elements in the GCP (Phase 2).

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage compliance of government communications at national level to qualitative elements in the GCP (Phase 2)
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the extent to which departmental communication complies with qualitative elements of the GCP to ensure that communication is coordinated and reaches the intended audiences through their preferred platforms
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Data from government departments will be accurate and complete
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	20% compliance of government communications at national level to qualitative elements in the GCP (Phase 2)
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Divide the total number of departments complying with the qualitative aspects of the GCP by the number of departments which submitted for the particular period of analysis.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Data is collected from government departments using the G-CET
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Biannually

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	GCME
Who is responsible for collecting the data?	DD: GCME
Who is responsible for checking and verifying the data captured?	D: GCME
Means of verification (evidence)	G-CET reports to MANCO
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Non-submission and often incomplete or insufficient data from departments
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: RAKS

<b>Output indicator:</b> Number of research strategies developed to inform an evidence-based approach in communication planning.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of research strategies developed to inform an evidence-based approach in communication planning
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the number of research strategies developed to respond to the mandate of the GCIS and that of government
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	A budget will be available to implement the Research Strategy
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>Target for women</li> <li>Target for youth</li> <li>Target for PWD</li> </ul>	N/A

<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	One (1) Research Strategy developed to inform an evidence-based approach in communication planning
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the number of research strategies developed
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Literature review and benchmarking with research institutions
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Research Services
<b>Who is responsible for collecting the data?</b>	D: Research Services
<b>Who is responsible for checking and verifying the data captured?</b>	CD: RAKS
<b>Means of verification (evidence)</b>	Research Strategy approved
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: RAKS



**Output indicator:** Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the frequency of quantitative research surveys conducted amongst South Africans aged above 18 years to assess public opinion on performance of government in key priority areas
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• A budget will be available to conduct the research.</li> <li>• The respondents will be accessible and respond honestly in the research.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Two (2) GCIS Quantitative Tracker surveys undertaken to assess citizen satisfaction of government communication
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of number of Tracker reports on public perception research
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	GCIS Quantitative Tracker data
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Biannually

DATA COLLECTION	
Which branch or directorate/unit is responsible for providing the template which requests the information?	D: Research Services
Who is responsible for collecting the data?	D: Research Services
Who is responsible for checking and verifying the data captured?	CD: RAKS
Means of verification (evidence)	Tracker research report on public perception shared with GCIS MANCO
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unavailability of data due to unforeseen fieldwork delays/budget
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: RAKS

<b>Subprogramme: Communication Service Agency</b>	
<b>Output indicator:</b> Percentage implementation of brand awareness and repositioning (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage implementation of brand awareness and repositioning (GCIS FOR YOU) campaign to increase awareness of GCIS service offerings and government initiatives
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	To rebrand and profile the GCIS through the implementation of a marketing campaign to increase awareness of the GCIS service offerings and government initiatives
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• That the marketing register is correct.</li> <li>• Telmar (Paid for platforms).</li> </ul>

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	30% implementation of brand awareness and repositioning campaign (GCIS FOR YOU) to increase awareness of GCIS service offerings and government initiatives
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	By reporting on the percentage of through-the-line marketing efforts
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Marketing register
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Marketing and Events
<b>Who is responsible for collecting the data?</b>	D: Marketing and Events
<b>Who is responsible for checking and verifying the data captured?</b>	D: Marketing and Events
<b>Means of verification (evidence)</b>	Marketing register
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None

INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA
<b>Output indicator:</b> Number of hours of content broadcast per week on GoZA TV.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of hours of content broadcast per week on GoZA TV
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	A TV channel providing the public with service-delivery information
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Provision of content by government communication system role players
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	72 hours of content broadcast per week on GoZA TV
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of digital content of government at work flighted on GoZA TV
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The streaming schedule or content plan

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: CSA DDG: Content Processing and Dissemination
<b>Who is responsible for collecting the data?</b>	CD: CSA
<b>Who is responsible for checking and verifying the data captured?</b>	DDG: Content Processing and Dissemination
<b>Means of verification (evidence)</b>	Proof of an operational GoZA TV platform and the actual streaming of programmes on the platform
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Content availability and stable internet access
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

**Output indicator:** Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of people reached through central government campaigns amplifying MTDP 2024-2029 priorities
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This refers to the estimated total number of people reached through the use of various media platforms when implementing government priority campaigns

<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	The GCIS will implement the campaigns
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	20 million people reached through central government campaigns amplifying MTDP priorities
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	<p>To get to the amount of people reached, we will add the reach of each platform used to implement the priority campaign and add those together with the reach directive from PLL implemented campaigns.</p> <p>The platform reach added together with the reach from PLL will give us the total amount reached for that month, quarterly and annually.</p>
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	This data will be derived from various research sources such as Telmar, Nielsen and other sources. Media planners have access to the performance data on Telmar and some of the data will be received from media owners directly. Data from PLL in terms of their reach on the campaigns they implement will also be added to the media platform reach data.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Media Buying
<b>Who is responsible for collecting the data?</b>	D: Media Buying



<b>Who is responsible for checking and verifying the data captured?</b>	D: Media Buying
<b>Means of verification (evidence)</b>	<p>Evidence will be in the form of Post Campaign Performance reports, Telmar report and WIMS reports for PLL. Media Performance reports are not readily available and do take time after the campaign is completed, i.e commercial radio data is available 4-6 weeks after the end of the campaign.</p> <p>For Community radio and TV data from Telmar will be used to calculate the reach. Only data for approved community radio stations and TV stations will be used to calculate the reach. This will be done once the campaign is concluded (not before) to ensure that we use data for stations that have implemented the campaign.</p> <p>For community print data from the suppliers will used as a means to calculate the reach.</p>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unaudited data from some of the media owners
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

<b>Output indicator:</b> Government Media Buying Policy developed and approved.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Government Media Buying Policy developed and approved
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The Media Buying Policy establishes the guidelines, processes, and procedures for communication within and between government departments at the national, provincial, and local levels. It covers the entire media strategy, planning and buying process, including research-based decision-making, planning, procurement, placement and evaluation across all media platforms – TV, radio, print, digital, social media, OOH (outdoor) advertising, alternative media and new media.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Stakeholder consultations and approval completed

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Approved Media Buying Policy
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of approved Media Buying Policy
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Minutes of the Stakeholder engagements
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Media Buying
<b>Who is responsible for collecting the data?</b>	D: Media Buying
<b>Who is responsible for checking and verifying the data captured?</b>	D: Media Buying
<b>Means of verification (evidence)</b>	Approved Media Buying Policy
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Non-attendance of stakeholders and non-approval of the media buying by the Executive Authority

INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA
<b>Output indicator:</b> % increase of advertising spend on community media by the GCIS and media-buying clients.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	% increase of advertising spend on community media by the GCIS and media-buying clients
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This is the total amount spent by client departments on community media platforms (Radio, TV and Print)
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Spent on community media is dependent on client departments and departments have the final say on where their budgets are spent
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	5% increase of advertising spend on community media by the GCIS and media-buying clients
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	The total amount spent by each client on any of the community media platforms will be added together to have an actual amount that is spent on the community media platforms. The percentage will be calculated based on the total ad spend for that month or quarter.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	The information will be derived from the suspense account, and based on the orders and invoices processed for community media platforms.

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Media Buying D: Media Production
<b>Who is responsible for collecting the data?</b>	D: Media Buying
<b>Who is responsible for checking and verifying the data captured?</b>	D: Media Buying
<b>Means of verification (evidence)</b>	The percentage will be calculated based on the total ad spend on media-buying clients for the month (budget) divided by the actual total amount spent by media-buying clients in that same month.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Advertising spend on community media platforms is dependent on approval from client as they fund the campaigns
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

**Output indicator:** Number of audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach.
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Audiovisual content products derived from coverage of events and/or footage acquired in order to disseminate government messages/programmes through audiovisual platforms. *An audiovisual product is a product derived from photographs and/or videos shot, edited and compiled into a single product rather than individual photos or video shots. * Audiovisual platforms include (but not limited to) digital media (websites, YouTube, social media, etc), mainstream media (TV, online media, etc). The platforms used per product will depend on the nature of the product.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Photographic, radio and video equipment will be available; as well as HR capacity
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	2 200 audiovisual content products from video, photography and radio disseminated to profile national events, government programmes and The Presidency on various platforms to amplify the reach.
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of all audiovisual products produced
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Requests are briefed to the Traffic Management Unit by clients which in turn briefs the Video and Photographic units. The units submit weekly reports of all the video and photographic shoots undertaken; and audiovisual products produced during the week. The data is then captured on a register of completed products.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end

<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Media Production
<b>Who is responsible for collecting the data?</b>	D: Media Production
<b>Who is responsible for checking and verifying the data captured?</b>	CD: CSA
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Spreadsheet of all completed products.</li> <li>• Screenshots of audiovisual products produced.</li> <li>• Proof of publishing/dissemination.</li> <li>• Audio recordings of radio products.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Possible under-reporting by the Photographic and Video units
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: CSA

<b>Subprogramme: Policy Development, Analysis and Market Modelling</b>	
<b>Output indicator:</b> Number of Annual Transformation reports.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of Annual Transformation reports
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The MAC Charter Council has to measure the state of transformation in the sector, (including all seven (7) elements set out in the B-BBEE Act of 2003 are monitored and reported through an Annual Monitoring Report, which is published and submitted to the Minister in The Presidency and <b>the dtic</b> , the B-BBEE Commission and the Presidential B-BBEE Advisory Council.



<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All transformation information required to complete the report will be available
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	All vulnerable groups will be beneficiaries as per the targets sets out in the MAC Sector Code
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Annual Transformation Report compiled and submitted to the Minister by 31 March 2026
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the Annual Transformation Report produced and submitted to the Minister
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	MAC Charter Council provides the information. This is done after the MAC Council has conducted audits of transformation of all MAC companies, through oral presentations and written submissions made to the Council.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: PDA&MM
<b>Who is responsible for collecting the data?</b>	CD: PDA&MM
<b>Who is responsible for checking and verifying the data captured?</b>	DDG: Content Processing and Dissemination
<b>Means of verification (evidence)</b>	Proof of submission of the Annual Transformation Report and/quarterly reports to the Minister

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PDA&MM

<b>Output indicator:</b> Number of policy alignment and support of government priorities assessment reports submitted to the Executive Authority.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of policy alignment and support of government priorities assessment reports submitted to the Executive Authority
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Assessment of the contributions of Brand SA and MDDA to the national policy and government priorities
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	All public entities will provide all relevant information as required
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	NA
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Three (3) policy alignment and support of government priorities assessment reports
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	A simple count of reports evaluating the policy contributions of the MDDA and Brand SA to national policy and government priorities

<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Quarterly and annual reports
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Simple count of annual assessment reports of the policy alignment of the entities
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	PDA&MM
<b>Who is responsible for collecting the data?</b>	CD: PDA&MM
<b>Who is responsible for checking and verifying the data captured?</b>	CD: PDA&MM
<b>Means of verification (evidence)</b>	Annual reports and proof of submission to the DG
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PDA&MM

### Programme 3: Intergovernmental Coordination and Stakeholder Management

#### Subprogramme: Media Engagement

**Output indicator:** Percentage of strategic media engagements held to expand government messaging on Cabinet decisions.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of strategic media engagements held to expand government messaging on Cabinet decisions
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Coordinated media engagements including briefings statements and releases that communicate Cabinet decisions, policies and outcomes to stakeholders and the public through strategic media platforms.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• Cabinet meetings occur as scheduled.</li> <li>• Technical infrastructure functional.</li> <li>• Media interest remains consistent.</li> <li>• Timely approval of media advisories.</li> <li>• Translation/South African Sign Language services available.</li> <li>• No national emergencies disrupting cycles.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of strategic media engagements held to expand government messaging on Cabinet decisions
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Count the number of media engagements supported by the Media Engagement unit, including Parliament, over the number of requests received from government departments to get to the overall percentage achieved.

<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Post-Cabinet media briefing advisory.</li> <li>• Official Cabinet statements.</li> <li>• Media distribution lists/records.</li> <li>• Briefing attendance registers.</li> <li>• Media questions and responses log.</li> <li>• Recordings/transcripts of briefings.</li> <li>• Media coverage analysis reports.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: Media Engagement
<b>Who is responsible for collecting the data?</b>	D: DME D: Parliamentary Liaison
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Media Engagement
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Post-Cabinet Statement or media briefing attendance register.</li> <li>• Register for cabinet meetings held with supporting evidence.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

**Output indicator:** Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of media engagements coordinated to expand government messaging on the MTDP 2024-2029 and issues in the environment
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The number of planned, coordinated interactions between government and media stakeholders specifically focused on communicating the MTDP priorities and progress.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• MTDP priorities and implementation plans remain stable and approved throughout the reporting period.</li> <li>• Sufficient technical and HR are available to plan and execute media engagements.</li> <li>• Media stakeholders remain willing to participate in government engagement sessions.</li> <li>• Communication channels and platforms remain operational and accessible.</li> <li>• Required budget allocation is available for conducting media engagements.</li> <li>• Senior officials are available to provide content and participate in engagements when required.</li> <li>• Media interest in MTDP-related content continues throughout the measurement period.</li> <li>• Departmental cooperation in providing MTDP implementation updates is maintained.</li> <li>• Political and administrative stability allows for consistent messaging.</li> <li>• No major crisis diverts resources from planned MTDP media engagements.</li> </ul>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of media engagements coordinated to expand government messaging on the MTDP and issues in the environment
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Number of media engagements coordinated against number of media engagements planned to expand government messaging on the MTDP 2024-2029 and issues in the environment
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Media engagement reports</li> <li>• Attendance registers</li> <li>• Briefing documents</li> <li>• Media coverage reports.</li> </ul>



<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: Media Engagement
<b>Who is responsible for collecting the data?</b>	CD: Media Engagement
<b>Who is responsible for checking and verifying the data captured?</b>	<ul style="list-style-type: none"> <li>• Director: DME</li> <li>• Director: IME</li> <li>• Director: Parliamentary Liaison</li> <li>• Director: Rapid Response.</li> </ul>
<b>Means of verification (evidence)</b>	Media briefing requests spreadsheet and proof of issuing the advisories to the media
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unavailability of key stakeholders
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement
<b>Output indicator:</b> Percentage of communication interventions made by GCIS within 2 hours to manage governments' reputation.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of communication interventions made by GCIS within 2 hours to manage governments' reputation

<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	CRC will alert the Rapid Response team about breaking news, based on the issue, information in media coverage and position of government, a response will be drafted and escalated for approval. The response can take the form of various products eg, media statements, infographics amongst others. The responses will be general and within the mandate of GCIS to address.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Issues identified will be from different media platform Responses will be guided by breaking news, and other media coverage that warrants a reply, even if not classified as breaking news.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	100% of communication interventions made by GCIS on reputation management issues within 2 hours
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	The indicator is calculated based on the number of breaking stories, and other stories that are raised with Rapid Response by media monitoring unit and then reviewed by Rapid Response to determine if it warrants a response.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Responses will be crafted based on issues shared by CRC and others that RR identifies.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Rapid Response
<b>Who is responsible for collecting the data?</b>	D: Rapid Response

<b>Who is responsible for checking and verifying the data captured?</b>	D: Rapid Response CD: Media Engagement
<b>Means of verification (evidence)</b>	Responses issued, screenshots and/or emails Register of issues shared by CRC will serve as the denominator.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Responses will be guided by what is in the media coverage such a governments' comment or voice. Response issued are dependent on approval processes. No control of times lines as they are issue based and approval dependent. Responses are issue based and can take a longer period to be drafted and approved
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

<b>Output indicator:</b> Percentage of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Percentage of communication initiatives facilitated with the government communication system within 6 hours for improved Rapid Response
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Engagement with government communication system/departments on identified reputation management issues and possible interventions within 6 hours of identifying an issue.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Communication intervention implementation is out of the control of GCIS. The implementation of communication interventions depends on the lead department, which has the authority to determine when and for how long to respond to an issue.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	70% of communication interventions on reputation management facilitated with the government communication system within 6 hours

CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	The number of identified issues and engagements with relevant departments
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Issues or coverage identified in the media environment will be flagged by the CRC team. The RR team will alert the relevant departments through various channels—such as WhatsApp, email, or phone calls—to determine the most appropriate communication response.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Rapid Response
<b>Who is responsible for collecting the data?</b>	DD: Rapid Response
<b>Who is responsible for checking and verifying the data captured?</b>	D: Rapid Response CD: Media Engagement
<b>Means of verification (evidence)</b>	Email, Screenshots (WhatsApp/SMS), Responses Register of issues shared by CRC will serve as the denominator.
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The implementation of communication interventions depends on the lead department, which has the authority to determine when and for how long to respond to an issue. GCIS will only identify and facilitate the identification of initiatives that could be proposed for implementation to manage the issue in the media environment.
INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Media Engagement

<b>Subprogramme: Cluster Communication</b>	
<b>Output indicator:</b> Number of approved integrated government communication annual plans.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of approved integrated government communication annual plans
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	The IGCP is a comprehensive government communication plan that aligns departments, provinces and local government. The plan is developed annually comprising all key government communication campaigns to share and raise awareness of successes in implementing government programmes.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	National, provinces and local government departments will provide inputs into the IGCP. The planned activities and campaigns and activities by the departments will be implemented.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	Communication with all vulnerable groups
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Approved annual IGCP
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Calculated from the collected communication plans submitted by departments, provinces and local government which collectively form the overall government communication plan.
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Communication plans are submitted by either the departmental or provincial HoC or DG to the cluster coordinator(s)/cluster supervisor by email or attached to a letter. One person is nominated to receive the communication plans.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative

<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Communication for ESEID, JCPS, ICTS, SPCH and GSCID clusters
<b>Who is responsible for collecting the data?</b>	<ul style="list-style-type: none"> <li>• D: Cluster Support: GSCID and SPCHD</li> <li>• D: Cluster Support: ESEID, JCPS, ICTS</li> </ul>
<b>Who is responsible for checking and verifying the data captured?</b>	Chief directors: Cluster Communication
<b>Means of verification (evidence)</b>	Consolidated government communication plan
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The development of the IGCP depends on the submission of communication plans by departments
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	Chief directors: Cluster Communication

<b>Output indicator:</b> Number of progress reports on the implementation of the IGCP.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of progress reports on the implementation of the IGCP
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator measures the number of developed and implemented communication plans aligned with the NCSF, as assessed by the GCIS
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	A compliant communication plan is one that meets the NCSF requirements based on a GCIS assessment



<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Four progress reports on the implementation of the IGCP
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of progress reports on the implementation of the IGCP
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Government departments submit communication plans. The GCIS receives and reviews the plans against NCSF guidelines and core objectives. The GCIS tracks implementation and reports on adherence.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Cluster Communication
<b>Who is responsible for collecting the data?</b>	D: Cluster Communication
<b>Who is responsible for checking and verifying the data captured?</b>	CD: Cluster Communication
<b>Means of verification (evidence)</b>	IGCP progress report shared with stakeholders

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Departments may delay or fail to submit their communication plans on time, affecting the reliability of the adherence percentage.</li> <li>• Emergencies or crises (e.g., pandemics, national disasters) may force departments to deviate from their planned communication strategies, affecting reported adherence.</li> <li>• GCIS has limited authority to enforce compliance with the NCSF, meaning some departments may not prioritise adherence.</li> </ul>
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## INDICATOR RESPONSIBILITY

<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	Chief Director: Cluster Communication
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**Output indicator:** Number of outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Number of outreach initiatives undertaken to profile and communicate on South Africa's chairing of the G20 in the calendar year 2025
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Approval of messaging and departmental/provincial support
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	Target audiences include women, youth and PWD (at least 50%)
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	<ul style="list-style-type: none"> <li>• Nine outreach programmes undertaken to profile and communicate on South Africa's chairing of the G20.</li> <li>• Actual performance will be higher should GCIS get more than expected departmental/provincial support.</li> </ul>
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of number of outreach programmes undertaken

<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	GCIS written feedback reports from outreach activities
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Stakeholder Management and Special Projects
<b>Who is responsible for collecting the data?</b>	Director: Stakeholder Management and Special Projects
<b>Who is responsible for checking and verifying the data captured?</b>	Chief Director: Stakeholder Management and Special Projects
<b>Means of verification (evidence)</b>	Feedback reports on G20 outreach programmes implemented
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Depends on approval of G20 outreach activities, budget availability and support from departments and provinces
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	Chief Director: Cluster Communication
<b>Output indicator:</b> Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of communication projects implemented aligned with the NCSF/MTDP/SoNA priorities

<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Annually the chief directorates: Cluster Communication initiate and implement key campaigns that are linked to the MTDP priorities. This is done in conjunction with or without lead departments.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Information needed to initiate the communication campaigns will be available. Participation by communicators and/or GCIS business units.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	20 communication projects implemented aligned with the NCSF/MTDP/SoNA priorities
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of 20 communication projects implemented (progress reports) aligned with the NCSF/MTDP/SoNA priorities
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	MTSF and/or Cluster Communication programmes or ad-hoc projects
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Chief directorates: Cluster Communication
<b>Who is responsible for collecting the data?</b>	DDs: Project managers

<b>Who is responsible for checking and verifying the data captured?</b>	Directors: Cluster Support
<b>Means of verification (evidence)</b>	Progress report for each project/campaign
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Lack of content and support from communicators and/or GCIS business units
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication

<b>Output indicator:</b> Number of Cluster Communication programmes developed.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of Cluster Communication programmes developed
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	This indicator assesses the extent to which Cluster Communication programmes are conceptualised, planned, executed and reported on.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	The departments in the clusters will provide the information that will enable the development and implementation of the Cluster Communication programmes
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	Communication with all vulnerable groups
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Five (5) cluster communication programmes developed
<b>CALCULATION AND REPORTING</b>	

<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Calculated based on the approved Cluster Communication Programme by each cluster
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Approved Cluster Communication programmes
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Non-cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Annually
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Branch: Intergovernmental Coordination and Stakeholder Management
<b>Who is responsible for collecting the data?</b>	<ul style="list-style-type: none"> <li>• D: Cluster Support (ESEID, JCPS and ICTS clusters).</li> <li>• D: Cluster Communication (SPCHD and GSCID clusters).</li> </ul>
<b>Who is responsible for checking and verifying the data captured?</b>	Chief directors: Cluster Communication
<b>Means of verification (evidence)</b>	Approved Cluster Communication programmes
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	The development and implementation of the Cluster Communication programmes depend on the collaborative efforts and active participation of departments within the clusters
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	Chief directors: Cluster Communication



**Output indicator:** Approved Stakeholder Management Strategy.

GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Approved Stakeholder Management Strategy
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<ul style="list-style-type: none"> <li>• The Stakeholder Engagement Strategy aims to outline, identify, analyse and engage stakeholders in a meaningful and inclusive manner.</li> <li>• The strategy outlines a comprehensive approach to ensure uniformity and seamless coordination and communication of GCIS key priority campaigns in all spheres of government with the aim to build trust, foster collaboration, and ultimately, improve the lives of citizens.</li> </ul>
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Implementation of the stakeholder engagement plans across all spheres of government to intensify communication on the GCIS key priority campaigns.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Stakeholder Management Strategy approved
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of approved Stakeholder Management Strategy
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• GCIS-led engagements: Send engagement request to stakeholders and identify targeted stakeholders linked with a key campaign. Concept document be presented at the Communication Action Team Committee meeting for support and to maximise impact.</li> <li>• Invitation to engagement from other stakeholders: Will be assessed and depending on budget and if linked to a particular key priority campaign, it will be supported and captured on WIMS.</li> <li>• Ad-hoc engagements from the GCIS: They will be supported and captured on WIMS.</li> </ul>

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: Cluster Communication
<b>Who is responsible for collecting the data?</b>	DD: Stakeholder Management and Special Projects
<b>Who is responsible for checking and verifying the data captured?</b>	D: Stakeholder Management and Special Projects
<b>Means of verification (evidence)</b>	Approved Stakeholder Management Strategy
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	Unavailability of stakeholders
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication
<b>Output indicator:</b> Number of proactive communication training opportunities availed across the communication system.	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of proactive communication training opportunities availed across the communication system
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Eight (8) proactive communication training opportunities are planned across the government communication system for the 2025/26 financial year. The directorate aims to achieve a minimum of two training opportunities each quarter, ensuring consistent capacity-building to address communication gaps, emerging trends and evolving best practices.

<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<p>Communication is a dynamic and ever-evolving field, necessitating proactive training to equip communicators with fresh, relevant content that addresses communication gaps and emerging trends.</p> <p>Periodic refresher training is essential for communicators to stay updated on best practices, refine their skills and adapt to changing communication landscapes.</p>
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Eight (8) proactive communication training opportunities availed across the communication system
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Submission and uploading of signed and populated attendance registers
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	For each coordinated training session, attendance registers are circulated before, during and after the session to ensure that all participants have populated and signed them to maintain accurate and comprehensive attendance records.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Directorate: Communication and Institutional Development
<b>Who is responsible for collecting the data?</b>	Training Coordinator
<b>Who is responsible for checking and verifying the data captured?</b>	Director: Communication and Institutional Development

<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Attendance register</li> <li>• Photos</li> <li>• Evaluation forms.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Resource constraints: Limited budget or training support materials may hinder planning and execution.</li> <li>• Scheduling conflicts: Difficulty aligning training schedules with participant availability.</li> <li>• Stakeholder engagement: Lack of buy-in or participation from key stakeholders.</li> <li>• Logistical challenges: Issues with technology or other related resources.</li> <li>• External factors: Events like national crises or natural disasters diverting focus and resources.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication

<b>Output indicator:</b> Number of request/demand-driven communication training opportunities availed across the communication system.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of request/demand-driven communication training opportunities availed across the communication system
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	A total of 25 demand-driven communication training opportunities will be provided across the communication system. These are segmented quarterly as follows: eight (8) training sessions in Q1 and Q2, seven (7) in Q3, and two (2) in Q4. This structured approach ensures responsiveness to training needs and priorities throughout the financial year.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	<ul style="list-style-type: none"> <li>• Addressing evolving trends: Communication is a dynamic field, and demand-driven training ensures communicators stay equipped with fresh, relevant content to bridge communication gaps and adapt to emerging trends.</li> <li>• Enhancing skills: Periodic refresher training helps communicators refine their skills, stay updated on best practices, and effectively respond to the ever-changing communication landscape.</li> <li>• Targeted capacity-building: Demand-driven opportunities address specific organisational needs, ensuring training aligns with immediate priorities and challenges faced by communicators.</li> </ul>

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	25 requests/demand-driven communication training opportunities availed across the communication system
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Submission and uploading of signed and populated attendance registers on SharePoint Document Centre
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	For each coordinated training session, attendance registers are circulated before, during and after the session to ensure that all participants have populated and signed them to maintain accurate and comprehensive attendance records.
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	D: Communication and Institutional Development
<b>Who is responsible for collecting the data?</b>	Training Coordinator
<b>Who is responsible for checking and verifying the data captured?</b>	D: Communication and Institutional Development
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Attendance register</li> <li>• Photos</li> <li>• Proof of request for training.</li> </ul>

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Resource Constraints: Limited budget or training support materials may hinder planning and execution.</li> <li>• Scheduling Conflicts: Difficulty aligning training schedules with participant availability.</li> <li>• Stakeholder Engagement: Lack of buy-in or participation from key stakeholders.</li> <li>• Logistical Challenges: Issues with technology or other/related resources.</li> <li>• External Factors: Events like national crises or natural disasters diverting focus and resources.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: Cluster Communication

<b>Subprogramme: Provincial and Local Liaison</b>	
<b>Output indicator:</b> Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of strategic liaison services coordinated to enhance coherence and alignment in government communication at provincial and local levels
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<p>Intergovernmental communication coordination, with various tactical and support interventions to enhance and strengthen alignment and facilitate regular communication coordinating forums at provincial and local level. The forums will be used to share information, improve relationships, lobby for buy-in, better decision-making, shared resources and best practices on Norms and Standards as well as multiple voices. Such coordination and strategic liaison services support the functionality of the communication system as follows:</p> <ul style="list-style-type: none"> <li>• Dissemination of government content throughout the system (content including key messages, factsheets, communication strategies, Questions and Answers, and other government communication content-rich documents/products).</li> <li>• Participation in government communication forums, strategic intergovernmental relations forums as well as DDM initiatives. These interactions seek to ensure compliance with government communication norms and standards as well as adherence to GCP prescripts provincially and locally.</li> <li>• Support to the functioning of intergovernmental communication system through various initiatives such as capacity building, communication strategising, establishment/revival of communication structures, DDM champions and ad-hoc tactical support services.</li> </ul>
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	A well-coordinated government communication system leads to coherence and alignment of messages across the three spheres of government.



<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Improved coherence and coordination of government communication at provincial and local levels
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	All the strategic liaison service interventions captured on WIMS and SharePoint
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Dissemination: Clusters, stakeholders.</li> <li>• Participation in communication meetings.</li> <li>• Support: Request from stakeholders for capacity-building, communication strategy workshops and invitations from stakeholders.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	Research Unit
<b>Who is responsible for collecting the data?</b>	Provincial directors
<b>Who is responsible for checking and verifying the data captured?</b>	CD: PLL
<b>Means of verification (evidence)</b>	<ol style="list-style-type: none"> <li>1. System coordination and functionality reports aligned with the localised G-CET on WIMS.</li> <li>2. Supporting evidence: <ul style="list-style-type: none"> <li>• Attendance registers/minutes.</li> <li>• Screen captures of virtual meetings.</li> </ul> </li> </ol>

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• Non-compliance due to intergovernmental dynamics.</li> <li>• Cancelled/postponed meetings.</li> <li>• Under-reporting.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL

<b>Output indicator:</b> Number of development communication projects implemented aligned with the NCSF.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of development communication projects implemented aligned with the NCSF
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	A development communication project is an initiative that uses communication strategies and techniques to promote social change, improve lives and support development goals. These are predominantly face-to-face and include platforms such as community activations, community dialogues, community media talk shows and community outreaches. The NCSF indicates communication projects guided by the Government PoA and cluster communication strategies.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Communities will use the information to access socio-economic opportunities provided by government through these development communication projects.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	1 250 development communication projects implemented aligned with the NCSF

CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> <li>• Two development communication projects per Senior Communication Officer (SCO) and Regional Communication Coordinator (RCC) per month.</li> <li>• Each project Exit Report captured on the WIMS is counted monthly and quarterly.</li> <li>• RCCs/SCOs to capture the Exit Report seven (7) working days after the project end date.</li> <li>• Approved by DD seven (7) working days after the RCC/SCO has captured the Exit Report.</li> </ul>
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Capturing of development communication projects on WIMS.</li> <li>• Development communication projects captured and reported on WIMS by SCO and RCCs and then consolidated by provinces and head office.</li> <li>• Information emanates from community and stakeholder engagement sessions and liaison visits happening at grassroots level. Information is also derived from community needs analysis through local environmental analysis, Izimbizo and stakeholder referrals. Information is also derived from government departments and clusters.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: PLL
<b>Who is responsible for collecting the data?</b>	Provincial directors
<b>Who is responsible for checking and verifying the data captured?</b>	CD: PLL
<b>Means of verification (evidence)</b>	1. Approved WIMS exit reports;  2. Supporting evidence to the Exit Report; Evidence will be: <ul style="list-style-type: none"> <li>• Pictorials with captions or Local Communication Assessment Report; or</li> <li>• Recordings/pictorials for radio slots or broadcast report/letter from a radio station.</li> </ul>

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>• The only limiting factor could be human error in capturing the data on WIMS.</li> <li>• Cancellation and postponement of development communication activations by other stakeholders.</li> <li>• Technical errors on WIMS.</li> </ul>
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL

<b>Output indicator:</b> Number of public education and awareness initiatives undertaken.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of public education and awareness initiatives undertaken
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	<p>Public education initiatives are organised efforts to educate the public about specific topics, issues, or courses. These initiatives aim to inform, raise awareness and promote understanding among the public, often with the goal of driving positive change. These may include health education (e.g. health outbreaks), environmental education programmes (natural disasters), financial literacy initiatives, social justice and advocacy campaigns (voter education). These initiatives also seek to empower communities about the work of Chapter 9 institutions and other legislative processes that impact the lives of the people such as the Protection of Personal Information Act, 2013 (Act 4 of 2013), etc. These will emanate through strategic partnerships with relevant institutions in and outside government.</p> <ul style="list-style-type: none"> <li>• Two public education and awareness initiatives undertaken per semester by SCO and RCC.</li> <li>• Each session Exit Report captured on the WIMS is counted monthly and quarterly.</li> <li>• RCCs/SCOs to capture the exit report seven (7) working days after the session held.</li> <li>• Approved by DD seven (7) working days after the RCC/SCO has captured the Exit Report.</li> </ul>
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Informed communities make better and informed decisions

<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	228 public education awareness activities undertaken
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	All the public indication initiatives undertaken are calculated and reported on WIMS
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• Capturing of public education and awareness sessions on WIMS.</li> <li>• Public education and awareness sessions captured and reported on WIMS by SCO and RCC, and then consolidated by provinces and Head Office.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: PLL
<b>Who is responsible for collecting the data?</b>	Provincial directors
<b>Who is responsible for checking and verifying the data captured?</b>	CD: PLL
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>• Approved WIMS exit reports.</li> <li>• Supporting evidence to the Exit Report.</li> <li>• Pictorials with captions or Local Communication Assessment Report.</li> </ul>

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL

<b>Output indicator:</b> Number of community and stakeholder liaison sessions/visits undertaken.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of community and stakeholder liaison sessions/visits undertaken
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Community stakeholder liaison and engagement sessions are organised meetings or forums where stakeholders or groups come together to discuss, provide input and collaborate on a particular project, initiative or issue. These are held in the form of forums, focus groups, workshops and face-to-face information gathering activities undertaken by GCIS local offices at grassroots. These are also localised information-sharing engagements targeting stakeholders and formations i.e.: Government structures such as community police forums; clinic committees; school governing bodies; community health workers; health promoters; health inspectors; ward committees; Thuthuzela Care centres; civil-society formations; FBOs; NGOs; traditional authorities; CDWs; minority and special groups; Thusong Service Centre structures; cooperatives; entrepreneurship; hawkers and SMMEs. These sessions can also be undertaken through social media platforms (MS Teams, Zoom/Skype/Google hangouts, WhatsApp, Chat groups) teleconference meetings, etc. In these sessions the GCIS shares latest content on the NCSF and government priorities.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	When kept informed, stakeholders serve as force multipliers to strengthen and enhancing government information messaging at local level.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	1 250 community and stakeholder engagements sessions/visits undertaken



CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	<ul style="list-style-type: none"> <li>Two stakeholder visits per month per SCO and two stakeholder visits per RCC per month.</li> <li>Report captured on the Ward Information Management System (WIMS) is counted monthly and quarterly.</li> </ul>
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>Capturing of engagements on WIMS.</li> <li>Community and stakeholder engagements and liaison on WIMS and online sessions/visits captured on WIMS.</li> <li>Sessions via social media platforms (Zoom/Skype/MS Teams/Google hangouts, WhatsApp, Chat groups) teleconference meetings.</li> <li>Reports/minutes from stakeholders' meetings.</li> <li>Report back template if the minutes and attendance registers are not available.</li> <li>Distribution reports captured on WIMS.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
DATA COLLECTION	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: PLL
<b>Who is responsible for collecting the data?</b>	Provincial directors
<b>Who is responsible for checking and verifying the data captured?</b>	CD: PLL
<b>Means of verification (evidence)</b>	<ol style="list-style-type: none"> <li>Exit reports on the stakeholder liaison engagements captured by RCC/SCO seven (7) working days after the meeting date.</li> <li>DD to approve Exit Report within seven (7) days on WIMS after RCC/SCO have captured the stakeholder engagement on WIMS.</li> <li>Supporting evidence: <ul style="list-style-type: none"> <li>Attendance registers/minutes, Report Back template, Screen captures of the WhatsApp and Zoom/Skype/MS Teams meetings.</li> </ul> </li> </ol>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	<ul style="list-style-type: none"> <li>Unavailability of stakeholders; cancelled/postponed stakeholder meetings; weather disasters; community protests; pandemics; ICT-related incidences, and power and water outages.</li> <li>Under-reporting.</li> </ul>

INDICATOR RESPONSIBILITY	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL
<b>Output indicator:</b> Number of community media sustainability support initiatives undertaken.	
GENERAL INDICATOR INFORMATION	RESPONSE
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of community media sustainability support initiatives undertaken
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Community media platforms are responsive to societal information needs and provide access to empowering and developmental information. Development communication paradigm asserts that community radio should reflect programmes that support democracy, development and empowerment of communities. It is through community media that rural communities can take control of their destinies. Thus, a sustainable community media is central to the empowerment of citizens.
<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Rooted among communities, community media platforms provide relatable content through localised languages and radio in particular widens access to government content by the public to enhance social change.
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	Nine (9) community media sustainability support initiatives undertaken
CALCULATION AND REPORTING	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of the number of community media sustainability support initiatives undertaken
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	Monthly scanning reports on the functionality of community media

<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: PLL
<b>Who is responsible for collecting the data?</b>	Provincial directors
<b>Who is responsible for checking and verifying the data captured?</b>	CD: PLL
<b>Means of verification (evidence)</b>	<ul style="list-style-type: none"> <li>Quarterly report on roundtable discussions.</li> <li>Attendance registers or pictorials.</li> </ul>
<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	None
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL

<b>Output indicator:</b> Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English).	
<b>GENERAL INDICATOR INFORMATION</b>	<b>RESPONSE</b>
<b>Indicator title:</b> Identifies the title of the strategic oriented goal, objective or programme performance indicator.	Number of localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)
<b>Short definition:</b> Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator.	Localised information material produced targeting Rooted Realists in South Africa

<b>Assumptions:</b> Factors that are accepted as true and certain to happen without proof	Government information produced in localised languages is relatable and easy to process by communities
<b>Disaggregation of beneficiaries (where applicable)</b> <ul style="list-style-type: none"> <li>• Target for women</li> <li>• Target for youth</li> <li>• Target for PWD</li> </ul>	N/A
<b>Desired performance:</b> Identifies whether actual performance that is higher or lower than targeted performance is desirable	45 localised content products targeting Rooted Realists disseminated in an official provincial language (excluding English)
<b>CALCULATION AND REPORTING</b>	
<b>Method of calculation:</b> Describes clearly and specifically how the indicator is calculated	Simple count of number of products developed and disseminated to Rooted Realists
<b>Source/collection of data:</b> Describes where the information comes from and how it is collected	<ul style="list-style-type: none"> <li>• The data comes from the key priority campaigns identified.</li> <li>• Capturing of localised products on WIMS.</li> <li>• Dissemination of localised products captured and reported on WIMS by SCO and Regional Coordinator and then consolidated by provinces and head office.</li> <li>• Pictures of information material produced.</li> </ul>
<b>Calculation type:</b> Identifies whether the reported performance is cumulative or non-cumulative	Cumulative at year end
<b>Reporting cycle/schedule:</b> Identifies if an indicator is reported quarterly, annually or at longer time intervals	Quarterly
<b>DATA COLLECTION</b>	
<b>Which branch or directorate/unit is responsible for providing the template which requests the information?</b>	CD: PLL
<b>Who is responsible for collecting the data?</b>	CD: PLL
<b>Who is responsible for checking and verifying the data captured?</b>	CD: PLL
<b>Means of verification (evidence)</b>	Proof of products disseminated uploaded on WIMS

<b>Data limitations:</b> Identifies any limitation with the indicator data, including factors that might be beyond the department's control	ICT-related incidences, delayed procurement, delayed translations and unapproved content
<b>INDICATOR RESPONSIBILITY</b>	
<b>Indicator owner:</b> Identifies who is responsible for managing and reporting the indicator	CD: PLL

## NOTES



## NOTES





# Government Communication and Information System

## ANNUAL PERFORMANCE PLAN

MEDIUM-TERM PERIOD  
2025/26 - 2027/28

Empowering South Africans through  
communication excellence.



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